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INTERNAL FACTORS FORMING COMPETITIVE POTENTIAL OF SMALL ARCHITECTURAL AND CONSTRUCTION ENTERPRISES: SYSTEMATISATION, ADAPTATION, UNIVERSALISATION

ВНУТРІШНІ ЧИННИКИ ФОРМУВАННЯ КОНКУРЕНТНОГО ПОТЕНЦІАЛУ МАЛИХ ПІДПРИЄМСТВ АРХІТЕКТУРНО-БУДІВЕЛЬНОГО НАПРЯМКУ: СИСТЕМАТИЗАЦІЯ, АДАПТАЦІЯ, УНІВЕРСАЛІЗАЦІЯ

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Internal factors play a decisive role in the formation of the competitive potential of small enterprises in the field of architecture and construction. The comprehensive approach adopted in this study involves analysing and improving the following internal factors: business strategy; efficiency of the business management system and methods; innovation and investment potential; level of production organisation; planning system; system of economic, social and psychological incentives; intellectual and labour potential; corporate culture. In particular, the study identifies the following qualitative characteristics and impact of internal factors on the level of competitiveness of small architectural and construction enterprises. The systematisation of internal factors contributes to the identification of the most important elements that have an impact on a company's successful strategy. In this way, enterprises can better focus their efforts and resources on the achievement of their strategic goals. An important component of a company's competitiveness is the effectiveness of its management system. A company can increase its productivity and efficiency in managing resources by analysing and improving this system. The ability to innovate and invest is also important in running a successful business. Innovation helps to maintain a competitive advantage by enabling a company to introduce new technologies and develop its products. In order to increase productivity, the organisation of production requires the systematisation and optimisation of processes. A clear definition of roles and responsibilities,

the rational use of resources and quality assurance contribute to a company's success. Planning is important for developing the business and achieving its goals. Managers can make informed decisions and successfully manage their business through a clear definition of goals, strategies and plans. The system of economic, social and psychological incentives used to motivate employees affects productivity. The provision of an appropriate incentive system is an important factor in the recruitment and retention of talented employees. Intellectual and labour potential are indisputable assets of an organisation. Ensuring the sustainability and future prospects of the company by investing in human resource development, skills and knowledge of employees. The style and characteristics of team interaction are determined by the corporate culture. The productivity and efficiency of the company can be positively influenced by striving to create a positive and favourable atmosphere. Companies can increase their efficiency, flexibility and sustainability in a competitive environment by systematising, adapting and universalising these factors. In particular, systematisation helps with the organisation and identification of internal factors, adaptation enables a rapid response to changes in the environment and universalisation enables the expansion of the firm's capabilities. With such a comprehensive strategy, small enterprises can ensure their stability, competitiveness and resistance to the changes in the market conditions.

Keywords: competitive potential of small architectural and construction enterprises, internal forces, development strategy, competitive environment, market conditions, systematisation, adaptation, universalisation.

Внутрішні чинники відіграють вирішальну роль у формуванні конкурентного потенціалу малих підприємств архітектурно-будівельного напрямку. Комплексний підхід, обраний за основу в цьому дослідженні, передбачає аналіз та удосконалення наступних внутрішніх чинників: стратегія підприємства; ефективність системи і методів управління підприємством; інноваційно-інвестиційний потенціал; рівень організації виробництва; система планування; система економічного, соціально-психологічного стимулювання; інтелектуальний та трудовий потенціал; корпоративна культура. Зокрема, у дослідженні відзначаються наступні якісні характеристики та впливи внутрішніх чинників на рівень конкурентного потенціалу малих підприємств архітектурно-будівельного напрямку. Проведення систематизації внутрішніх чинників допомагає у виокремленні найбільш важливих елементів, які впливають на успішну стратегію підприємства. Це дозволяє підприємствам краще спрямовувати свої зусилля та ресурси на досягнення стратегічних цілей. Ефективність системи управління є важливою складовою конкурентоспроможності підприємства. Шляхом аналізу та вдосконалення цієї системи підприємство може підвищити свою продуктивність та ефективність в управлінні ресурсами. Інноваційно-інвестиційний потенціал також має значення для успішного функціонування підприємства. Інновації дозволяють підприємству впроваджувати нові технології та розвивати свій продукт, що допомагає зберігати конкурентну перевагу. Організація виробництва вимагає систематизації та оптимізації процесів для підвищення продуктивності. Чітке визначення ролей та відповідальності, раціональне використання ресурсів та забезпечення якості виробництва допомагають підприємству досягти успіху. Система планування важлива для розвитку підприємства та досягнення поставлених цілей. Чітке визначення цілей, стратегій та планів допомагає управлінцям приймати обдумані рішення та досягати успіху в управлінні бізнесом. Система економічного, соціально-психологічного стимулювання персоналу впливає на мотивацію співробітників та їхню продуктивність. Забезпечення адекватної системи стимулювання допомагає залучати талановитих працівників та зберігати їх на підприємстві. Інтелектуальний та трудовий потенціал є безперечними активами підприємства. Інвестування у розвиток кадрів, навички та знання співробітників допомагає забезпечити сталість та перспективи для підприємства. Корпоративна культура визначає стиль та особливості взаємодії в колективі. Прагнення до створення позитивної та сприятливої атмосфери може позитивно позначитися на продуктивності та ефективності підприємства. Систематизація, адаптація та універсалізація цих чинників дозволяють підприємствам підвищити свою ефективність, гнучкість та стійкість у конкурентному середовищі. Зокрема, систематизація допомагає упорядкувати та ідентифікувати внутрішні чинники, адаптація дозволяє швидко реагувати на зміни у середовищі, а універсалізація дозволяє розширити можливості підприємства. З цієї комплексною стратегією, малі підприємства можуть забезпечити стабільність, конкурентоспроможність та сталість до змін у ринкових умовах.

Ключові слова: конкурентний потенціал малих підприємств архітектурно-будівельного напрямку, внутрішні чинки, стратегія розвитку, конкурентне середовище, ринкові умови, систематизація, адаптація, універсалізація.

Problem statement. The competitive potential of small enterprises in the architecture and construction sector determines their ability to compete in the market, to operate efficiently and to ensure sustainable development. It is important to understand which internal factors can influence the formation of their competitive potential, as these enterprises usually have limited resources.

Key factors that can help small enterprises increase their efficiency and competitiveness are systematisation, adaptation and universalisation. Systematisation involves the streamlining of business processes, the creation of clear organisational structures and the establishment of effective control over production and finance. Adaptation enables enterprises to respond quickly to changes in the external environment

and to adapt quickly to new market conditions. Universalisation, on the other hand, is the maximisation of resources and skills through the expansion of the range of products or services.

Studying the impact of these internal factors on the competitive potential of small architectural and construction enterprises can help to identify optimal development strategies for such enterprises and contribute to their successful market performance.

Analysis of recent research and publications. Various aspects of this problem have been the subject of study and presentation in the works of Ukrainian and foreign scientists, such as I. Babiy [1]; O. Yankovyi [2]; A. Dmytrenko [3]; H. Shvydanenko [4]; O. Hudz [5]; H. Selezneva [6]; O. Kurovska, O. Ovseienko [7]; R. Bilovol [8]; A. Tkachenko, V. V. Sepeta [9]; S. V. Tsyutsiupa [10]; G. Y. Tkachuk [11]; V. V. Sokolovska [12]; L. Baylo [13]; V. V. Zianko, I. Y. Epifanova, V. V. Zianko [14]; Y. O. Holovchuk [15]; V. O. Koyuda [16]; T. V. Buchynska [17]; O. Zarichna [18]; S. Prokhorovska [19]; V. Piliavskiy [20]; M. Kopytko [21]; T. Avramenko [22]; N. Belyaeva [23].

The purpose of the study is to analyse the internal factors influencing the formation of competitive potential of small enterprises in the field of architecture and construction. It is also to prove the hypothesis that systematisation, adaptation and universalisation of the main factors will allow enterprises to increase their efficiency, flexibility and sustainability in the competitive environment.

Presentation of the main research material. In the modern world, market competition is becoming increasingly fierce. This is especially true for small businesses. A key aspect of success and survival in the market under such conditions is the development of competitive potential.

In science, the competitive potential is considered from different points of view: as a system of capabilities and resources; as an ability to create competitive advantages; as a set of economic resources and capabilities. The concept of competitive potential means combining economic resources, capabilities and management to ensure that an enterprise competes and survives. The competitive potential of an enterprise simultaneously combines three levels of links and relationships: 1) competitive potential reflects the past, namely a set of characteristics of a given system, accumulated in the process of its formation and ensuring its functioning and further development. It is at

this level that competitive potential takes on the meaning of “resource”; 2) competitive potential partly coincides with the concept of “reserve”, as it indicates the level of existing and potential abilities, as well as the distinction between realised and unrealised potential resources; 3) competitive potential is focused on the future development of the company, as it exists as a single set of stable and variable states of activity of the economic unit [1, p. 132]. Thus, the competitive potential is a set of internal resources and capabilities, which allow the enterprise to take up a strong position in the struggle with the competition.

In the process of the formation of the competitive potential of the small business the internal factors play an important role. It should be emphasised that the internal factors of the formation of the competitive potential of small enterprises in the field of architecture and construction are the factors that directly depend on the activity of the enterprise itself:

- enterprise strategy (a system of techniques and tools of management activity that allows to achieve the enterprise's mission, a system of control over the formation and distribution of resources, a method of introducing innovations, competition, conquering new markets, a systematic methodology of future research);

- efficiency of enterprise management system and methodology (quality of strategic and operational management, level of qualification of managers and experts);

- innovation and investment potential (development and introduction of a new product, a new production method, creation of a new market for goods or services, development of a new source of raw materials, reorganisation of the management structure, implementation of measures for the improvement of the quality of life of the population and protection of the environment; availability of financial, property and intellectual assets, their structure and sources of income);

- level of production organisation (providing the enterprise with fixed and working capital, observing the main principles of production organisation, level of production maintenance, etc.);

- planning system (planning of the main activity of the enterprise, provision of resources, costs and finances in the enterprise, planning of the development of the enterprise, operational and calendar planning, determination of the most optimal methods and ways of achieving the goals of the enterprise with the efficient use of all types of resources);

- a system of economic, social and psychological incentives (forms and systems of compensation, bonuses, profit-sharing, tuition reimbursement, preferential food, seniority bonuses, work content, opportunities for initiative, moral encouragement, public recognition, etc.);
- intellectual and labour potential (organisation of human resources policy, provision of quality labour resources in the amount required by the enterprise, measures for planning and forming the enterprise's personnel, personnel stability, personal ambitions, opportunities for professional development);
- corporate culture (enterprise's human orientation, cultural lifestyle, shared values and beliefs) [2, p. 17–19].

Strategy and level of economic development are the result of the combination of competitive advantages and internal factors of competitive potential formation of small business!

There are a number of important internal factors that determine the competitive potential of small enterprises in the field of architecture and construction. Company strategy is one of the key aspects. Strategy defines the system of techniques and tools used in the company's management to achieve its mission. The strategy is a part of the organisational and economic mechanism used to ensure that the enterprise develops [3, p. 270].

In addition, the system of control over the formation and distribution of resources is an important factor in the formation of competitive potential. It is possible to optimise production processes, reduce costs and increase the efficiency of an enterprise by means of effective resource management. An important background for ensuring efficient use of resources is value-based resource management. Integrating methods of managing productivity, evaluating and managing resource efficiency ensures an appropriate level of integrity in the formation of a resource management system [4, p. 6]. Ensuring the competitiveness and efficiency of an enterprise on an innovation platform should be focused on the targeted search and implementation of market opportunities for innovative development that open up for the enterprise. This will ensure its long-term survival and development in an unstable market environment in accordance with the chosen mission [5, p. 8].

For example, for the renovation of buildings destroyed during a military conflict, it is proposed to use the methodological basis of BIM-analysis of damage and assessment of the impact,

consequences, resources for the restoration of buildings and structures, which can be the basis for carrying out construction and technical expertise is to determine the technical condition of the object of study and the causes of its damage and destruction [25, p. 314], the method helps to improve the organisation and efficiency of this process, and the implementation of the method in the IT model may represent a technological opportunity to move to the next level of technology. Note that companies that quickly adapt to market changes and introduce new technologies may have an advantage over competitors.

Furthermore, the ability to compete and win new markets determines the competitive potential of a company. This requires not only the development of effective marketing strategies. It also requires the maintenance of high quality products and services [6, p. 87]. In shaping competitive potential, a systematic methodology for future research also plays an important role. A company can adapt to new conditions and ensure its long-term competitiveness by analysing market trends and forecasting economic and political changes [7, p. 37].

Therefore, it is important to understand that an integrated approach to strategic management, efficient use of resources, innovation and market adaptation shapes the competitive potential of small architectural and construction enterprises. Ensuring these can help strengthen market position, attract new clients and increase profits. The effectiveness of the business management system and methods is crucial for the development of the competitive potential of small enterprises in the architecture and construction sector. For the competitiveness and success of the enterprise as a whole, this internal factor plays a decisive role. High quality strategic management and high quality operational management are important aspects in this process [8, p. 222].

The development of a clear strategy for the development of the enterprise, which is in line with its mission and objectives, is part of high quality strategic management. Such a strategy should take into account the main characteristics of the market, the company's competitive advantages, customer needs and other factors that have an impact on business success [27, p. 88–89]. In turn, effective operational management allows for the implementation of the strategy in practice, monitoring of the implementation of tasks and achievement of the set goals.

The professional level of the managers and specialists is also of great importance for the formation of the competitive potential of the enterprise. A company can differentiate itself from its competitors through the competence of its management in strategic decision-making and resource management. It is also important to have highly qualified specialists in the team. They should have the necessary knowledge and skills to fulfil the tasks of the enterprise [9, p. 69].

The effectiveness of the management system also depends on the clear organisational structure of the company, how powers are distributed and how departments interact. The company can respond quickly to changes in market conditions and develop in the right direction thanks to the flexibility and adaptability of the management system.

It is important to improve the management system, taking into account the specifics of the industry and the company's internal capabilities, in order to achieve success and increase competitiveness. You need to constantly analyse how you are performing, correct where you go wrong and develop where you excel. The company can increase the efficiency of production processes, improve the quality of products and services and become more competitive in the market by continuously improving and developing the management system.

Among the internal factors shaping the competitive potential of small enterprises in the architectural and construction sector is the innovation and investment potential, which plays an important role in ensuring the competitiveness and success of the enterprise. This factor implies the ability of the enterprise to develop and introduce new products and production methods, and to create new markets for goods and services. Other important aspects of the company's competitive advantage are the development of new sources of raw materials, the reorganisation of the management structure and the implementation of measures to improve the quality of life and environmental protection.

The development and introduction of new products and production methods are key to the innovation development of a company [10, p. 222]. Continuous growth in profits and expansion of the customer base can be achieved by creating new markets through innovation.

The development of new sources for the supply of raw materials enables the company to reduce the costs of production and to increase its competitiveness in the market [11, p. 147].

Reorganising the management structure can contribute to a more efficient use of resources and improve communication in the company. This in turn will have a positive impact on performance.

For example, top-down communication is the most common form of communication in most Ukrainian companies. This reflects long-standing Ukrainian practice, with its strong vertical power structure, centralised management and administration, in companies where vertically directed information flows predominate. Bottom-up (upward) communication has long played a purely informational role. Managers need to know what is happening on the ground in order to make decisions. Today, a formalised system of statistical and analytical reports and references is in place in a large number of business units [12]. In particular, better information exchange, shorter decision-making times and a higher level of mutual understanding among employees can be achieved by moving from a traditional vertical management structure to a more flexible and communication-oriented one. Thus, integrating more extensive communication channels, including bottom-up interaction, can positively support decision making at different levels of management, facilitate rapid response to market needs, and ensure more efficient operation of the enterprise as a whole. It is therefore important for modern companies to actively work on transforming their management structure into a more open, flexible and communicative one. This is essential if they are to achieve success and sustainability in a competitive environment.

The implementation of measures for the improvement of the quality of life of the population and the protection of the environment is an increasingly important aspect of the activities of companies in the modern world. Companies that actively engage in corporate social responsibility and implement the principles of sustainable development are able to gain consumer confidence and position themselves as an environmentally friendly and responsible brand [13, p. 327].

The availability of financial, property and intellectual assets is important for successfully financing innovative projects and business strategies [26, p. 112–113]. The structure and sources of these values determine the ability of the enterprise to invest in development and modernisation [14, p. 4].

Thus, one of the key factors in the formation of competitive potential is the innovation and investment potential of the internal environment

of the enterprise. Acting in this direction allows to open new opportunities, to develop and to gain competitive advantages on the market.

The level of production organisation, which plays a key role in ensuring the efficiency and competitiveness of the enterprise, is one of the internal factors of creation of the competitive potential of small enterprises in the field of architecture and construction [15, p. 67]. The organisation of production means that the enterprise has fixed assets and working capital. These are the necessary resources for production activities. In order to increase the productivity and competitiveness of the enterprise, it is also important to adhere to the main principles of production organisation, such as process rationalisation and optimisation of resources and labour.

The level of technical maintenance of production is another important aspect of creating competitive potential [16, p. 197–198]. The efficiency of production processes and the possibility of introducing the latest technologies are determined by the quality of technical means and equipment. Investing in improving technical equipment can help to increase productivity and product quality, which in turn helps to attract new customers and strengthen market positions, and introducing modern management and control systems can help to optimise production processes and increase the efficiency of enterprise management. Strategic decisions can be made more quickly and adapted to market changes by automating business processes, introducing digital technologies and analysing data.

A company's workforce also plays an important role in shaping its competitive potential. Companies that invest in training and development of their employees are able to ensure high qualification and motivation of staff, which contributes to increase of productivity and quality of service provision [17, p. 76].

The planning system, which plays an important role in the successful functioning of the enterprise, is one of the internal factors of the formation of the competitive potential of small enterprises in the field of architecture and construction. The planning of the main activity of the enterprise makes it possible to define strategic goals and objectives. These goals must be achieved in order to gain competitive advantages [18, p. 297]. The planning of resources and the planning of costs and finances contribute to the effective use of available resources and to the financial sustainability of the enterprise.

Business development planning, which enables the company to adapt to market changes and develop a long-term development strategy, is an important part of the planning system. Operational and calendar planning ensures control over the implementation of tasks and response to current problems and challenges. It is also important to determine the most appropriate methods and ways to achieve the goals set. This requires the efficient use of all types of resources, including human, financial and material resources. Analysing the competitive environment and identifying the company's strategic advantages are also part of an effective planning system. A thorough market analysis will help to identify potential opportunities and threats. It will also help to define competitive advantages that will help the company to differentiate itself in the market.

In addition, the planning system should provide for the monitoring and evaluation of the results of the tasks that have been set. This will allow you to make adjustments to your plans in a timely manner in response to changes in the environment and in your own capabilities. Ongoing analysis of productivity and efficiency helps to ensure that processes continue to improve and targets remain achievable.

Effective project management should be part of planning. Ensuring the quality and timely delivery of construction projects, which enhances the company's reputation and competitiveness, requires proper planning and control of project execution. The establishment of an effective internal communication process is also a prerequisite for successful planning. Coordinating actions and resolving conflicts that may arise during the implementation of plans is facilitated by clear communication between departments and employees. Finally, continuous improvement of processes and working methods is an important aspect of planning. The company should constantly analyse its activities and look for new ways of optimising processes. This will enable it to remain competitive in the marketplace and to develop in the face of change.

Thus, the planning system is an important tool for managing the competitive potential of small enterprises in the field of architecture and construction. It helps the enterprise to effectively use its potential and achieve strategic goals.

Many important internal factors, among which the system of economic, social and psychological incentives plays an important role in the formation of the competitive potential of small enterprises in the field of architecture and

construction. An effective system of incentives for employees is a key element in the successful operation of the enterprise, it contributes to the increase of their motivation, job satisfaction and labour productivity [19, p. 46].

In order to create a favourable working environment and to attract qualified professionals, forms and systems of remuneration are important. Additional incentives for employees to perform at a high level can be provided through bonuses and profit-sharing. Other forms of incentives that encourage the development of professional skills and the retention of experience in the company include tuition fees, preferential meals and seniority bonuses. Another important aspect of the employee incentive system is the content of work and the opportunity to take initiative. Employees feel important and involved in the decision-making process by providing opportunities for personal development and career growth. Moral rewards and public recognition also have an impact on employee motivation. They help to build a positive team spirit in the company.

The efficient use of a company's financial and moral resources – its people – largely determines the success of its operations. Important components of successful business operations include creating a favourable working environment, developing a system of incentives and rewards, and stimulating and supporting the professional development of employees. When developing an incentive system, it is also important to take into account the individual wishes and needs of employees. A company can only create an effective system that will help improve overall results and provide a competitive advantage in the marketplace by understanding and taking into account the personal motivations of each employee. The opportunity for initiative and self-development not only ensures that employees are satisfied with their work, but is also an important resource for the company in a rapidly changing market and technology. Employees who have a sense of value from the company and can contribute to the improvement of processes are a real asset to any company.

Thus, the system of economic, social and psychological incentives influences the formation of the competitive potential of small enterprises in the architectural and construction sector by improving the motivation, productivity and satisfaction of employees. This in turn contributes to the efficiency and competitiveness of the enterprise.

Intellectual and labour potential, which consists of quality labour resources and the organisation of personnel policy, largely determines the formation of the competitive potential of small enterprises in the field of architecture and construction. A modern competitive enterprise must have an effective strategy of staff recruitment, retention and development in order to ensure the stability and success of the business in the face of constant market changes [20, p. 91].

The quality of human resources is one of the key factors in determining a company's competitive potential. It is the basis for the successful operation of any company. The presence of highly qualified specialists who are willing to invest their knowledge and energy in the development of the company is an important component of competitiveness. Therefore, in order to ensure a constant supply of highly qualified personnel, the company should pay attention to the recruitment, training and development of personnel.

An important role in shaping a company's competitive potential is played by the organisation of its human resources policy. Improving productivity and creating a team of professionals capable of competing in the marketplace requires the right selection of personnel, an appropriate performance appraisal system, incentives for professional growth and the development of individual skills. In order to build competitive potential, staff stability is also important. It is important to create conditions that help retain qualified professionals and motivate them to develop further, as the constant turnover of employees can be an obstacle to business development. The competitive potential of employees depends to a large extent on their personal ambitions. A supportive working environment, opportunities for professional growth and personal fulfilment, as well as a positive team, can encourage employees to perform at high levels and make a significant contribution to the success of the business.

Employees need continuous professional development. The implementation of human resource planning and development activities, the provision of access to training and the development of new skills are important elements in creating an atmosphere conducive to the professional growth of employees. When formulating a people development strategy, the personal needs and motivations of employees should also be taken into account. In order to create an effective and motivating work

environment, each employee has unique characteristics and values that should be taken into account. An important condition for ensuring the company's competitiveness is the alignment of the interests of the company and the employees in their professional development. It is therefore important that employees are actively involved in the planning of their career development and in the provision of opportunities for self-development.

The most important component of a company's competitiveness in the long term is the intellectual and working potential of its employees. To ensure stability and success in the marketplace, companies should actively invest in the development and support of their employees.

Corporate culture is one of the key internal factors shaping the competitive potential of small enterprises in architecture and construction. It determines the way employees interact in the workplace and the shared values and standards within the company. This has an impact on staff motivation and business performance. Corporate culture includes the company's focus on people, the cultural way of life, shared values and beliefs that determine how employees behave and perceive each other [21, p. 8].

A company's culture is determined by the values and beliefs that prevail within its team. It is important that these values are shared by all employees and are a reflection of the company's goals and objectives. If employees accept the company's common values and act in accordance with them, this will help to create a united team that will work together to achieve common goals. The company's focus on people includes attention to the needs and interests of employees. In order to maintain mutual understanding and interaction within the team, it is important to create conditions for comfortable and productive work. This approach helps to maintain a high level of motivation and involvement of the employees in the activities of the company.

The culture of a company is determined by its history, its traditions and the way in which it communicates with its employees. It influences how the company manages and operates and how the team behaves. It is important that the corporate culture is open, democratic and encourages people to work with and understand each other. Attention to interaction and communication between employees at different levels of management is needed to build a corporate culture. Managers play a key role in

creating and maintaining the culture, so they need to set an example for other employees and uphold the established values. How effectively a company implements and maintains its culture is a key determinant of its success. It stimulates creative problem-solving and fosters a positive working environment, and provides the basis for the company's ability to adapt to changes in the business environment.

As one of the main areas of corporate activity, it is important to give priority to the development of corporate culture. The company's competitiveness can be significantly enhanced by referring to common values and principles, supporting employees in adhering to them and creating a favourable atmosphere for cooperation. A necessary step in the strategy of building the company's competitive potential is the continuous analysis and improvement of the corporate culture. Openness to change and the adoption of measures to maintain and develop the corporate culture contribute to the strengthening of internal unity and increase the efficiency of the company's operations. All aspects of the company's operations, from recruitment to strategic decisions, should reflect the shared values and beliefs that make up the culture. This will contribute to the building of a cohesive team, the support of employees and the achievement of common goals across the organisation.

In general, the internal factors that shape the competitive potential of small enterprises are interrelated and have an impact on each other. Managing these in an effective way enables a business to become strong and to continue to develop in a sustainable way. To be successful in the market, small enterprises must not only take external factors into account, but also actively develop their internal resources and capabilities.

The study and adaptation of theoretical concepts to the specific operating conditions of a small enterprise on the basis of systematisation, adaptation and universalisation is one of the key components of the modern approach to the chosen problem.

Systematising internal factors means ordering and classifying them according to certain criteria. This allows small enterprises to identify and prioritise the factors that have the greatest impact on their ability to compete [22, p. 45]. Internal factors can be systematised according to a number of different approaches, such as the following

1. The functional approach classifies the factors according to the main functional areas

of the business, such as marketing, finance, operations and human resources management.

2. Resource-based approach focuses on the resources available to the small enterprise, such as physical assets, financial capital, human capital and intellectual property.

3. Dynamic approach considers how internal factors change over time and in different competitive environments.

4. The comprehensive approach chosen for this study involves analysing the following internal factors: company strategy; efficiency of the company's management system and methods; innovation and investment potential; level of production organisation; planning system; system of economic, social and psychological incentives; intellectual and labour potential; corporate culture.

On the other hand, the introduction of a systematic system is important for the successful development of the competitive potential of small companies in the field of architecture and construction. This is a matter of streamlining all aspects of operations, from process management to the control of financial tasks. The simplification of business processes and the establishment of clear procedures and standards can significantly increase the efficiency of the company and prepare it for the challenges of market competition.

Thus, for the successful functioning of small enterprises in the field of architecture and construction, the systematisation of internal factors plays an important role. This process consists in organising and classifying the internal factors according to certain criteria. This allows the company to identify and prioritise the factors that have the greatest impact on its competitiveness. The systematisation of internal factors can be carried out using different approaches. However, for small enterprises in this sector, it is important to use a comprehensive approach that focuses on analysing different aspects of their activities.

As far as adaptation is concerned, the internal factors of the potential for competitiveness should be adapted to the specific conditions of a small enterprise in the architecture and construction sector.

These factors concern:

- assessing strengths and weaknesses: identifying the company's advantages and disadvantages in relation to its competitors;

- developing a development strategy: identifying priority development areas and measures to strengthen competitive potential;

- introducing innovations: using new technologies, materials and working methods to improve performance [24, p. 32–33].

There are a number of steps in this process. The first step in the process of adjusting internal factors of competitive potential is to assess the strengths and weaknesses of the enterprise in comparison with competitors. A detailed analysis makes it possible to identify advantages that can be used to strengthen competitiveness, as well as disadvantages that should be managed in order to improve the efficiency and effectiveness of the enterprise. The next important step in the process of adapting the internal factors of competitive potential is the development of a development strategy. Identifying development priorities and developing specific actions allows the company to focus its efforts on achieving strategic goals, taking into account industry specifics and market needs. Innovation is a key aspect of the adaptation of the internal factors of the competitive potential. The company can increase productivity, service quality and competitiveness by using the latest technologies, materials and working methods. Innovation should be considered a strategic priority as it is a key success factor in the construction industry. The adaptation of business processes and management structures to the specific business environment must also be a priority. This involves optimising internal processes, introducing modern management methods and resources that will ensure the efficient operation of the company and secure its competitive advantage.

For this reason, adaptation is an integral part of a successful business, especially for companies in the construction industry. Businesses need to be constantly analysing and responding flexibly to changes in market conditions, technological innovation and customer demand. The ability to respond quickly to change, to review strategies and to take advantage of the latest solutions is the key to staying relevant and competitive in the marketplace.

In terms of universalisation. The universalisation of the internal factors of competitive potential means that they can be used for the different types of activities of a small architecture and construction company. This makes it possible to:

- increase flexibility: the company can quickly adapt to new markets or types of services;

- increase efficiency: the company's resources will be used more rationally;

– strengthen the competitive position: the enterprise becomes more resistant to changes in market conditions [23, p. 48].

There is a need for specification of the benefits of universalisation. Increasing the flexibility of the company is the main advantage of universalising internal factors. This means that the company can remain competitive in a changing environment by quickly adapting to market changes and refocusing on new types of services or target groups. The second major benefit is increased efficiency in using resources. Universalisation makes it possible to optimise the use of resources, to allocate them in a more efficient way and to ensure that they are used for different areas of the business. As a result, the company can make more efficient use of its resources and increase the productivity of its work processes. Strengthening the company's competitive position in the marketplace is the third benefit of universalisation. By being able to react quickly to changing circumstances and adapt to new conditions, a company becomes more competitive, increases its attractiveness to customers and ensures sustained growth in a competitive environment.

Versatility is therefore an important element in the expansion of the capabilities of small enterprises and in the most efficient use of their resources. They can attract more customers and maintain a stable position among competitors by developing a wide range of products or services that meet different market needs.

Important steps for small enterprises in developing their competitive potential are the systematisation, adaptation and universalisation of internal factors. Systematisation allows them to identify key factors, adaptation ensures that they are appropriate to specific conditions and universalisation helps the transfer of successful practices to different contexts. Small businesses can increase their competitiveness and success

and make a significant contribution to economic growth by understanding and effectively using these internal factors.

Conclusions. Thus, for the competitiveness and successful development of small enterprises in architecture and construction, the internal potential is important. In order to create a solid basis for further development, a comprehensive approach to analysing and improving internal factors is essential, covering aspects such as business strategy, management system, innovation, production organisation, planning, staff incentives, intellectual and labour potential and business culture.

Companies can better understand their operations and identify key drivers for positive development by clearly systematising internal processes and procedures. Adapting to changes in the environment and market conditions is critical to success. Responding quickly allows companies to remain relevant and competitive. By applying successful practices and strategies in different situations and areas of activity, the universalisation of internal factors allows the expansion of the company's capabilities. This makes the organisation more resilient to the challenges of competition and market change by increasing its efficiency and flexibility.

Small architectural and construction enterprises can ensure stability, efficiency and high competitiveness through an overall strategy of improving internal processes and factors. Under the guidance of qualified management and taking into account market and client requirements, it is important that enterprises continue to actively improve their internal processes and strategies. In this way, through the systemisation, adaptation and universalisation of internal factors, small architecture and construction enterprises can maintain their sustainability, adapt to new conditions and ensure their successful operation in a competitive environment.

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