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ANALYZING COMPANY'S COMPETITIVENESS: DEFINITIONS AND INFLUENCING FACTORS

АНАЛІЗ КОНКУРЕНТОСПРОМОЖНОСТІ ПІДПРИЄМСТВА: ЗМІСТ ТА ФАКТОРИ ВПЛИВУ

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The article is devoted to the study of the competitiveness of the enterprise as an economic concept and an object of assessment. Issues that remain unresolved, despite the significant level of development of this issue, are considered. In particular, the problems of the integration of digital technologies as one of the main factors of competitiveness are highlighted, the importance of the adaptability of cross-industry innovations is shown, and the relationship between the concepts of sustainable development and the competitiveness of the enterprise is explained. It was determined that today enterprises, forming competitive advantages, face new challenges in the context of globalization. Much of the existing research focuses on static models of competitiveness, while prospective studies should pay more attention to how corporations can maintain competitiveness in a dynamic global marketplace. The article identifies the main factors in the formation of sustainable competitive advantages of enterprises in the conditions of the digital economy and the intensive spread of technologies. The authors proposed a schematic visualization of the multifaceted meaningful interrelationship of competitiveness and the main business competencies of innovative enterprises. Based on the analysis of scientific sources and previous empirical studies of the authors, the list of competitiveness factors is summarized, which is based on a synthetic approach and includes external, internal, macroeconomic, environmental, social, technological, innovative and other factors. It is emphasized that one of the key levers of the mechanism of formation of sustainable competitive advantages of enterprises in modern conditions of uncertainty is market adaptability, which is subject to economic analysis and forecasting. Thus, the authors note that innovation potential has become a key element for maintaining competitiveness, especially in technology-driven industries, while corporate social responsibility and sustainable development are increasingly seen as integral components of long-term competitiveness; moreover, with the deepening of globalization, companies must possess the ability to adapt to the conditions of international markets in order to remain competitive in the long term. The priority direction of further research is the development of a model for evaluating the market adaptability of innovatively active enterprises operating in growing markets.

Keywords: company's competitiveness, technological innovation, dynamic capabilities, digital transformation, sustainable competitiveness, business resilience.

Статтю присвячено дослідженню конкурентоспроможності підприємства як економічного поняття та об'єкту оцінювання. Розглянуто питання, які залишаються невирішеними, попри значний рівень розробки даної проблематики. Зокрема, висвітлено проблеми інтеграції цифрових технологій як одного з основних чинників конкурентоспроможності, показано значимість адаптивності міжгалузевих інновацій, пояснено взаємозв'язок концепцій сталого розвитку та конкурентоспроможності підприємства. Визначено, що сьогодні підприємства, формуючи конкурентні переваги, зустрічаються із новими викликами в контексті глобалізації. Багато наявних досліджень зосереджено на статичних моделях конкурентоспроможності, тоді як перспективні дослідження мають приділяти більше уваги тому, як корпорації можуть підтримувати конкурентоспроможність на дина-

мічному глобальному ринку. У статті визначено основні чинники формування стійких конкурентних переваг підприємств в умовах цифрової економіки та інтенсивного поширення технологій. Авторами запропоновано схематичну візуалізацію багатостороннього змістовного взаємозв'язку конкурентоспроможності та основних бізнес компетенцій інноваційно спрямованих підприємств. На основі аналізу наукових джерел та попередніх емпіричних досліджень авторів узагальнено перелік чинників конкурентоспроможності, що базується на синтетичному підході та включає екстернальні, інтернальні, макроекономічні, інвайроментальні, соціальні, технологічні, інноваційні та інші чинники. Підкреслено, що одним із ключових важелів механізму формування стійких конкурентних переваг підприємств в сучасних умовах невизначеності є ринкова адаптивність, що підлягає економічному аналізу та прогнозуванню. Автори зазначають, що інноваційний потенціал став ключовим елементом для підтримки конкурентоспроможності, особливо в галузях, що керуються технологіями, тоді як соціальна відповідальність підприємства і сталий розвиток все частіше розглядаються як невід'ємні компоненти довгострокової конкурентоспроможності; крім того, з поглибленням глобалізації компанії повинні володіти здатністю адаптуватися до умов міжнародних ринків, щоб залишатися конкурентоспроможними в довгостроковій перспективі. Пріоритетним напрямом подальших досліджень є розробка моделі оцінювання ринкової адаптивності інноваційно активних підприємств, що функціонують на зростаючих ринках.

Ключові слова: конкурентоспроможність підприємства, технологічні інновації, динамічні можливості, цифрова трансформація, стійка конкурентоспроможність, стійкість бізнесу.

Formulation of the problem. Business competitiveness is a multifaceted concept that plays a crucial role in determining the success and sustainability of a company within a certain market. It reflects an organization's ability to maintain and enhance its position relative to its competitors by leveraging various factors such as innovation, efficiency, strategic decision-making, and global market strategies. Numerous scholars and institutions have explored the definitions and dimensions of business competitiveness, each contributing unique perspectives based on their fields of expertise. This paper will explore the concept of business competitiveness from several viewpoints, including economic, management, strategic, and globalization perspectives. Furthermore, it will delve into the various factors influencing industrial competitiveness, such as technological innovation, production efficiency, market positioning, supply chain management, and human resource practices. Finally, it will examine different methods used to evaluate enterprise competitiveness, emphasizing the complexity and importance of both qualitative and quantitative approaches in accurately assessing a company's competitive standing.

Analysis of recent research and publications. In recent years, the factors influencing enterprise competitiveness have continually evolved, especially in areas such as digital transformation, enhancing innovation capabilities, sustainability and social responsibility, cooperation and competition among enterprises, and globalization. Digital transformation and technological innovation have provided new opportunities for companies, helping them improve operational efficiency and explore new business models. At the same time, innovation capabili-

ties have become a core element for maintaining a competitive edge, particularly in technology-driven industries, while enterprise social responsibility and sustainability are increasingly seen as integral components of long-term competitiveness. Moreover, with the deepening of globalization, companies must possess the ability to adapt to international markets in order to remain competitive on a global scale.

With the widespread adoption of Industry 4.0, a key factor for enhancing competitiveness in the global market is the use of digital technologies. Digital business models, AI, big data, and the Internet of Things (IoT) play crucial roles in improving operational efficiency, optimizing customer experience, and innovating business models.

Innovation is at the core of research on enterprise competitiveness, especially in technology-driven industries. Companies must continuously strengthen their innovation capabilities, particularly through R&D, technological investments, and market innovation, to maintain a competitive advantage. Sukumar et al. [12] confirmed the strong correlation between innovation and enterprise competitiveness in their study of the UK IT industry. In a dynamic technological environment, innovation becomes a key driver of competitiveness.

Sustainability and CSR have become important research directions for enterprise competitiveness. Increasingly, companies are integrating Environmental, Social, and Governance (ESG) standards into their strategies to enhance long-term competitive advantages. Research has found that the concept of sustainability not only improves enterprise reputation but also brings competitive advantages in terms of customer loyalty and market share.

The study of competition and cooperation (coopetition) among high-tech companies has garnered increasing attention. Through a model of coexistence between cooperation and competition, high-tech enterprises can jointly develop markets and technological innovations to enhance collective competitiveness. Due to Klimas P. et al. [7], “collaboration with competitors offers unique advantages such as increasing market, innovation, and financial performance. However, the degree of coopetition adoption varies between firms, as does the ability to achieve intended outcomes. We address this variety through the lens of strategic frames, essential for understanding business environment interpretations that managers develop, interactions with other actors that they engage in, and the subsequent performance firms may achieve”.

In the context of globalization, how companies maintain competitiveness in international markets has become an important research direction. Capobianco-Uriarte et al. [1] through bibliometric analysis, showed that globalization not only presents new development opportunities for companies but also increases the pressure of international competition. Environmental factors and the ability to adapt to international markets are considered key determinants of global competitiveness. By improving environmental sustainability and strengthening adaptability to transnational markets, companies can stand out in the process of globalization and maintain a competitive edge. Additionally, enterprise internationalization strategies, global supply chain management, and cross-cultural business capabilities also play important roles in global competition.

The identification of previously unresolved parts of the general problem. Although numerous studies have explored the impact of digitalization on enterprise performance, there remains a lack of systematic theoretical and empirical support regarding how to closely integrate digital technologies with firms’ core competitive advantages. Future research could further analyze the application scenarios of digital technologies across different industries, examining their specific roles in enhancing enterprise innovation capabilities, customer relationship management, and supply chain optimization. While innovation capability is widely recognized as a key factor in enhancing enterprise competitiveness, there are still significant research gaps in several critical areas. First, studies on the role of innovation capability in cross-industry adaptability are relatively limited. Second,

most research focuses on the short-term effects of innovation activities, lacking systematic analysis of their long-term impact. Finally, existing studies largely focus on large enterprises, with insufficient attention to how SMEs can enhance competitiveness through innovation, particularly regarding the application of low-cost innovation strategies.

With growing global attention to environmental issues, how companies can achieve sustainable development while pursuing economic benefits has become a new research hotspot. Key topics for future research include how to measure the impact of sustainable development on firms’ long-term competitiveness and how companies can enhance competitiveness through green innovation and environmental management.

Although the coopetition model among high-tech firms has become a trend, how to balance cooperation and competition, especially in the context of knowledge sharing and protection, still requires further investigation. Additionally, the impact of cross-cultural coopetition and the long-term stability of cooperative relationships are also worthy of in-depth exploration.

The competitive advantage of multinational corporations faces new challenges in the context of globalization. Most existing research focuses on static competitiveness models, while future studies should pay more attention to how multinational corporations can maintain competitiveness in a dynamic global market. This includes strategies for coping with changing policy environments and trade frictions, and their impact on long-term competitiveness.

Formulation of the goals of the article (statement of the task). The aim of this paper is to analyze the latest research directions on factors influencing enterprise competitiveness in recent years, examining trends and research gaps in areas such as globalization, rapid technological development, sustainability, and enterprise social responsibility. The specific objectives include identifying key factors influencing enterprise competitiveness – based on the latest literature review, this section aims to clarify the critical internal and external factors that companies face in enhancing their competitiveness.

Presentation of the main research material. In an era defined by globalization, rapid technological advancements, and evolving consumer preferences, the concept of “company competitiveness” has become paramount. It represents the organization’s ability to thrive, adapt, and maintain a sustainable advantage in the marketplace. Company competitiveness refers

to an organization's capacity to consistently outperform its rivals in key performance indicators relevant to its industry and strategic goals.

The classification of factors affecting enterprise competitiveness typically involves multiple dimensions, encompassing both internal and external factors, as well as influences at macro and micro levels. Research indicates that the sources of enterprise competitiveness are diverse, depending not only on internal resources and management capabilities but also on external market conditions, policies, the social environment, and technological progress at the macro level. Therefore, competitiveness factors can be categorized based on their nature and degree of influence, primarily into the following categories.

Internal Factors. Internal factors are resources and capabilities that a company can control and are typically related to management, resource allocation, and innovation capabilities. These factors directly determine a company's performance and growth potential in market competition [2]. The main internal factors include the following aspects:

Resource Capabilities. A company's resource capabilities, including financial, human, and technological resources, form the foundation of its competitiveness. Effective allocation and utilization of resources can directly affect a company's market position [9]. The adequacy of financial resources determines a company's ability to expand and invest, the quality of human resources influences innovation and execution capabilities, and the advancement of technological resources defines a company's core competitive advantages.

Management and Leadership. The level of management and leadership determines the efficiency of decision-making, strategic implementation, and responsiveness to market changes. A strong management team can help a company react quickly and effectively to intense market competition, maintaining a market advantage [3]. The strategic vision and decision-making capabilities of the leadership are crucial for the long-term development of the company.

Production Efficiency. A company's production efficiency is directly related to the cost and quality of its products or services. By optimizing production processes, controlling production costs, and improving product quality, a company can secure a favorable position in terms of cost-effectiveness and market competition.

Innovation Capability. Innovation is a critical means for a company to gain and maintain com-

petitive advantages. A company's investment in R&D, technological innovation, and product development capabilities helps it stay ahead in times of technological change. Continuous innovation activities ensure that the company regularly updates its products, services, and business models to meet market demands [2].

Enterprise Culture. A strong enterprise culture can enhance employee productivity and innovation, increasing employee loyalty to the company. A positive cultural environment helps attract and retain talent, fostering a proactive work attitude and innovative spirit among employees, which in turn strengthens the company's overall competitiveness.

External Factors. External factors are influences from the external environment that a company cannot directly control. These factors may include changes in market demand, the competitive structure of the industry, supply chain management, changes in policies and regulations, and others, all of which significantly impact a company's competitiveness.

Market Demand. Changes in consumer demand, market trends, and customer loyalty have a huge impact on enterprise competitiveness. Companies must constantly monitor changes in market demand and quickly adjust their products or services to meet consumer needs, thereby remaining competitive in the market [8].

Industry Competitive Structure. The number of competitors in the industry, market concentration, and barriers to entry determine the intensity of market competition. A highly competitive market means that companies need more efficient management and innovation capabilities to maintain market share.

Supply Chain Management. The relationship between a company and its suppliers and the stability of the supply chain directly affect production and service quality. A stable and efficient supply chain ensures that companies have a steady supply of raw materials in the production process, avoiding production interruptions or cost increases due to supply chain issues.

Policies and Regulations. Government policies, tax systems, and industry regulatory requirements have a significant impact on the business environment. Companies must constantly monitor changes in policies and regulations and respond quickly to ensure compliance and minimize risks associated with external regulations [5].

Globalization Factors. The opening of global markets, the rise of international trade, exchange

rate fluctuations, and changes in international markets have profound effects on enterprise competitiveness. Companies must have the ability to respond to changes in international markets to stand out in global competition.

Macroeconomic Factors. Macroeconomic factors influence the entire economic system, indirectly affecting the competitiveness of industries and companies.

Economic Cycles. Macroeconomic factors such as economic growth, recession, inflation, and interest rate changes significantly impact a company's business environment. During periods of economic growth, companies can expand production and investment to increase market share, while during a recession, companies need to better manage costs and resources to navigate through difficult times.

Technological Progress. Technological advancements and industrial upgrades change the competitive landscape of industries. The application of new technologies can improve production efficiency and optimize resource allocation, thereby enhancing a company's market competitiveness [12].

Globalization and International Trade. The trend of globalization is leading companies to increasingly participate in international market competition. Globalization brings new opportunities but also increases the complexity and difficulty of market competition. Factors such as international trade policies, tariff changes, and exchange rate fluctuations must be considered when companies formulate competitive strategies.

Social and Environmental Factors. Social and environmental factors include changes in social culture, environmental protection requirements, and a company's responsibilities in sustainable development. With the growing awareness of enterprise social responsibility (CSR), companies increasingly view sustainable development as an integral part of their competitiveness [13].

Enterprise Social Responsibility. Fulfilling social responsibilities, including environmental protection and social contributions, has become an important way for modern enterprises to enhance their market competitiveness. By actively taking on social responsibilities, companies can not only improve their brand image but also gain consumer trust and support, thereby achieving a competitive advantage in the market.

Environmental Protection and Sustainable Development. As global environmental protection requirements increase, green innovation and sustainable development have become key

factors for companies to stand out in market competition. By implementing environmental protection measures and reducing the environmental impact of production processes, companies can enhance their competitiveness in the market.

Technological and Innovation Factors. Technological progress and innovation are playing an increasingly important role in improving enterprise competitiveness, especially in the context of digital transformation. Companies need to continuously innovate to maintain their competitive edge.

Digital Transformation. With the widespread application of the internet, big data, artificial intelligence, and other new technologies, companies can enhance operational efficiency, accelerate market responsiveness, and further optimize customer experiences through digital transformation. The application of digital technologies not only reduces operating costs but also helps companies develop new business models, increasing their competitiveness in the market.

R&D and Innovation. Continuous R&D and technological innovation are key to maintaining a company's leading position in long-term competition. By continuously investing in R&D and launching new products and technologies, companies can quickly adapt to changes in market demand and gain an advantage in a highly competitive market environment [12].

The long-term path of the authors in the study of competitiveness issues and reliance on modern scientific research provides an opportunity to reveal the multi-faceted meaningful relationship between competitiveness and the main business competencies of innovative enterprises, the diagram of which is shown in Fig. 1.

The given scheme illustrates the components of the internal impulse to launch the mechanism of competitiveness of enterprises, the implementation of which leads to the improvement of the welfare of the industry and society as a whole. At the same time, it should be noted that one of the main keys of such a mechanism is market adaptability, without which it is difficult for the enterprise to effectively interact with the changing market in the long term.

Conclusions. Company competitiveness is not a destination but an ongoing journey of continuous improvement, adaptation, and innovation. By understanding the essence of competitiveness and focusing on the key determinants outlined above, organizations can position themselves for success in today's dynamic and demanding business environment. The pursuit of competitiveness is not only essential for

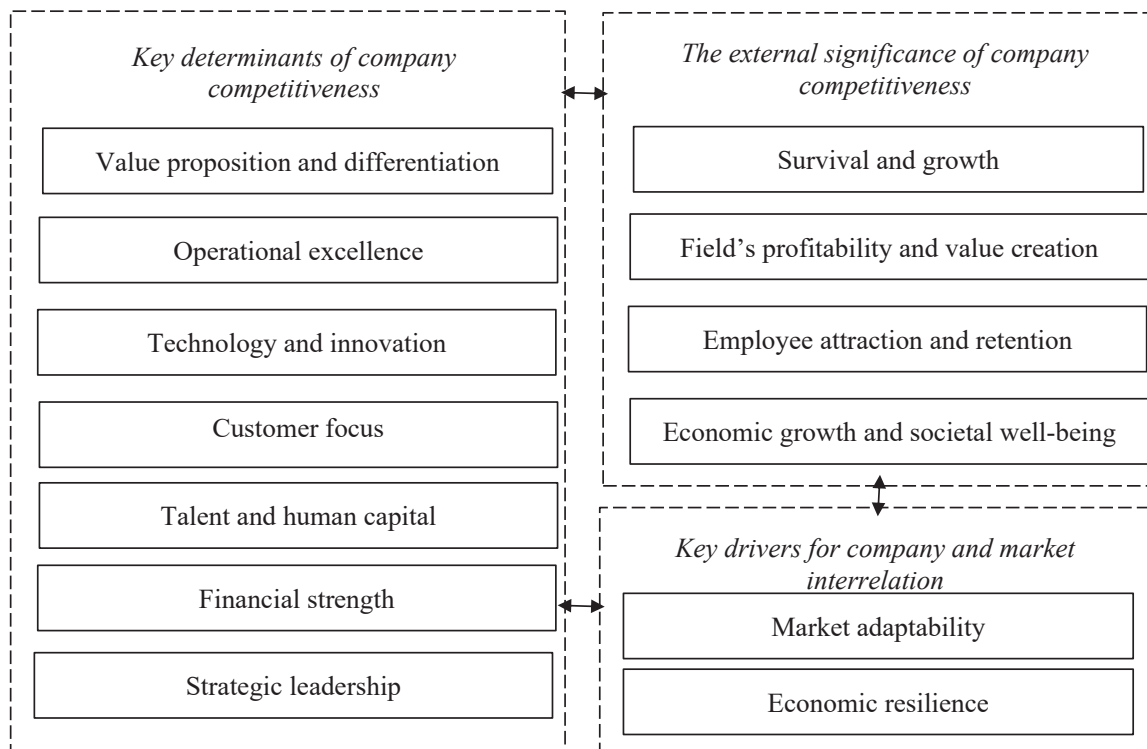


Figure 1. The multi-faceted meaningful relationship between competitiveness and the main business competencies of innovative enterprises

Source: authors' suggestion based on [1-13]

business survival and growth but also for driving economic progress and societal well-being. This paper, through an analysis of the latest research, reveals the multifaceted factors influencing enterprise competitiveness. The findings indicate that in responding to constantly changing markets, companies must effectively leverage strategies such as technological innovation, digital transformation, and enterprise social responsibility to achieve and sustain long-term competitive advantages. As the importance of environmental sustainability and social responsibility becomes increasingly prominent, businesses need to integrate these factors into their

core strategies to ensure continued market competitiveness. The paper also highlights existing gaps in current research, offering a wide scope for future exploration, particularly in areas such as the integration of digital technologies with innovation capabilities, the long-term effects of cooperation relationships, and the dynamic competitive strategies of multinational corporations. Through further theoretical research and practical applications, companies will be better equipped to understand and address the rapidly changing global market environment, enabling them to maintain a leading position in future competition.

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