

Simakhova A., Boboshko A.

MODERN STRATEGIES OF INTERNATIONAL COMPETITION IN UKRAINE

The study examines the issue of international competitiveness strategies of Ukrainian companies, which is important in terms of the future post-war reconstruction of Ukraine and the need for economic growth for Ukraine. This study aims to provide Ukrainian enterprises with effective directions for improving their competitiveness in the postwar period, where innovation and digitalization play a key role. The research methods used were general scientific research methods - analysis and synthesis, data systematization. The article analyzes the key features of international competitiveness strategies of Ukrainian companies. As a result of the study, the leading companies in Ukraine in terms of competitiveness strategies were identified. Thus, the authors met with an important economic problem of modern society, which showed the importance of increasing the competitiveness of national business.

Keywords: strategies, competitiveness, innovations, international market, competitive policy.

Introduction. In the context of the war and post-war reconstruction of Ukraine, it is important to increase the competitiveness of Ukrainian enterprises. Ukrainian global competitive strength is established by quantitative and qualitative indices of national economic attractiveness that reflect the country's competitive position and potential in the international arena. The study of the evolution of the country's complex system of markers of global competitive power provides grounds for asserting that, in modern conditions, the competitive status of the national economy is determined not so much by traditional factors (natural resources, geopolitical situation) as by the presence of a powerful global competitive power that ensures dynamic growth based on innovative potential, developed institutions, infrastructure, and implementation of global competitiveness.

Analysis of the latest research and publications. Managing the competitiveness of an international company is an aspect of management that forms its competitive advantages and ensures effective operations. Many scientists interpret the concept of "competitiveness" in different ways. Scientists such as M. Porter [1], K. Krugman [2], A. Mitschke [3], M. Olczyk [4], Sardak et al [5] and others studied the issue of competitive strategies. In their works, they considered the issue of strategic management of international business in modern conditions, analyzed the prerequisites and conditions of the firm's effective work in the foreign market

based on the creation and development of competitive advantages, theoretical and practical aspects of the development and implementation of the firm's international strategies in conditions of international competition, concepts and types strategies of international competitiveness, global strategies of enterprises, etc.

Definition of the task. Despite numerous studies of international competitiveness, the issue of studying international competitiveness strategies of Ukrainian enterprises in times of war remains relevant. Thus, the purpose of this article is to analyze the current strategies of international competition in Ukrainian companies. To achieve this goal, the following tasks were set and solved: to analyze Ukraine's position in international competitiveness, to identify the key features of international competitiveness of Ukrainian enterprises, and to propose ways to improve the competitiveness of Ukrainian companies.

Results. Ukraine is ranked well in the global competitiveness index. Many elements influence a country's capacity to compete in the worldwide market, including economic stability, business climate, infrastructure, education, innovation, and other considerations.

Unfortunately, Ukraine has frequently been near the bottom of global competitiveness rankings in recent years, indicating persistent concerns and challenges. However, the government and business are working hard to enhance the country's competitiveness.

Ukraine holds a certain place in the global competitiveness ranking, which may fluctuate based on different sources and assessment methodology. Overall, Ukraine's competitiveness has improved in recent years, although further changes and growth are still required.

Switzerland, Singapore, the United States, and

© **Simakhova A.**, Doctor of Economic Sciences, Assistant Professor, Professor of the Department of Business Analytics and Digital Economy of National Aviation University, Kyiv, phone: +380504816333, E-mail: anastasiia.simakhova@npp.nau.edu.ua;
Boboshko A., student, National Aviation University
E-mail: 6162734@stud.nau.edu.ua

the Netherlands have recently ranked first among an average of 140 nations worldwide in the index of global competitiveness [6].

According to the findings of the global competitiveness index ranking, Ukraine has been ranked poorly among more than 140 nations for the

last ten years in a row. Ukraine was ranked 89th in 2010, below Albania and Gambia, but by 2013, it had risen to 73rd place, a 16-point improvement. The situation then deteriorated: in 2019, Ukraine ranked 85th out of 141 nations between Sri Lanka and Moldova (Fig. 1).

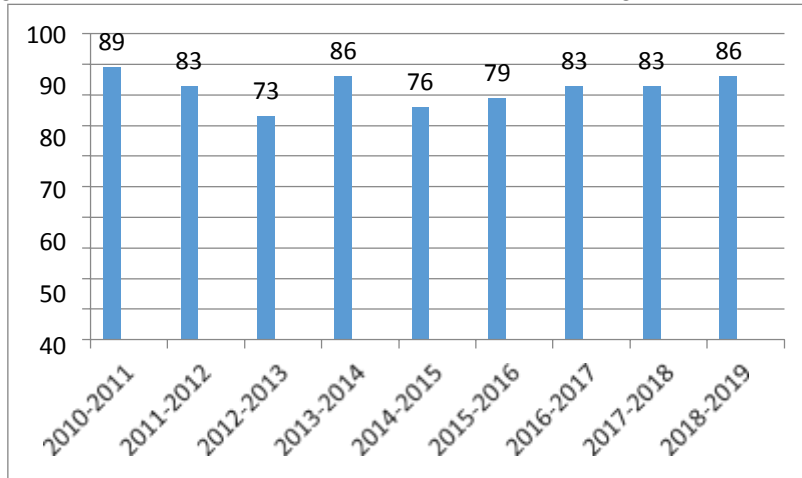


Figure 1. Indicators of the Global Competitiveness Index (GCI) of Ukraine by year [7].

According to the World Economic Forum report, positions fell in seven of twelve sectors in 2019: the most significant losses were in the indicators "labor market efficiency" (17 points), "development of the country's financial market" and "health care and primary education" (9 points apiece). Ukraine has the most issues in the following categories in 2019: institutions (104th), macroeconomic stabilization

(133rd), health care (101st), and financial market growth (120th). The globe experienced an all-encompassing epidemic that interrupted economic operations at the start of the year 2019-2020. Because the global competitiveness index was not computed in 2020-2021, Ukraine's competitiveness ranking for 2017-2019 will be examined (Fig. 2).

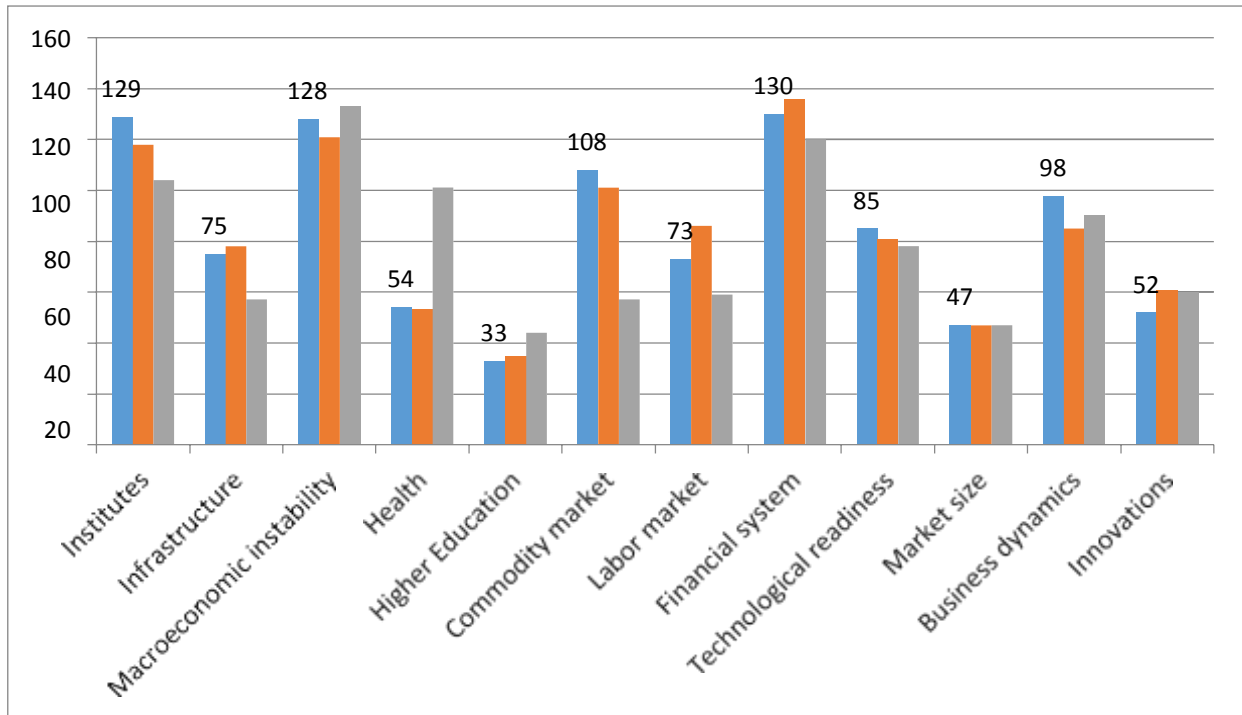


Figure 2. Components of the Global Competitiveness Index (GCI) of Ukraine by year [8]

Determining the top ten Ukrainian enterprises in terms of worldwide competitiveness is subjective and may vary based on the precise criteria and

timeframe evaluated [9]. However, here are ten Ukrainian enterprises that have demonstrated excellent worldwide competitiveness (Table 1).

Table 1
Top-10 Ukrainian companies that have shown strong international competitiveness [10]

Place	Name of the company	Characteristics
1	EPAM Systems	A global software engineering and IT consulting company with Ukrainian roots, specializing in software development, digital transformation, and IT services.
2	Kernel	Kernel is a prominent agribusiness company in Ukraine that has successfully expanded its presence in international markets, particularly in the export of grains and vegetable oils.
3	Metinvest	With its vertically integrated operations in mining and steel production, Metinvest has a significant international presence and is one of Ukraine's largest exporters of steel products.
4	Farmak	Farmak is a leading pharmaceutical company in Ukraine that has successfully expanded its export activities to various countries, demonstrating its competitiveness in the global pharmaceutical market.
5	SoftServe	Another Ukrainian IT services company, SoftServe has gained recognition for its software development, digital consulting, and IT solutions, serving clients worldwide.
6	TAS Group	TAS Group is a diversified holding company with investments in various sectors, including banking, insurance, real estate, and energy. It has demonstrated international competitiveness through its investments and operations.
7	Ukrtransgaz	As the operator of Ukraine's gas transmission system, Ukrtransgaz plays a crucial role in the transportation of natural gas to European markets, contributing to Ukraine's energy security and competitiveness.
8	Turboatom	With its expertise in turbine manufacturing, Turboatom has established itself as a competitive player in the global energy equipment market, exporting its products to numerous countries.
9	Ciklum	Ciklum is a Ukrainian IT outsourcing and software development company that has expanded its global footprint by establishing offices in various countries and serving clients worldwide.
10	Ukroboronprom	Ukroboronprom is Ukraine's state-owned defense industry conglomerate, involved in the production and export of military equipment and weapons systems, showcasing its competitiveness in the international defense market.

Ukrainian companies, like corporations from other nations, employ a variety of measures to maintain their worldwide competitiveness. Here are some broad tactics for international competitive strategies of Ukraine:

- export. Many Ukrainian businesses employ the export strategy to increase their presence in international markets. They may aggressively offer their goods or services overseas while remaining competitive in terms of quality, pricing, innovation, etc;

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- investing in research and development (R&D). Companies that engage extensively in R&D can gain a competitive edge by developing novel goods, technologies, and processes. This can assist the organization gain clients on a global scale and boost its competitiveness;

- partnership and cooperation. Ukrainian firms might form alliances with multinational firms for cooperative product development or entrance into new markets. This can open up new resources, markets, and knowledge, boosting competitiveness;

- participation in foreign exhibits and events. Companies may boost their exposure and attract new clients from other countries by participating in international exhibitions, conferences, and trade events. This might assist you in expanding your network of connections and discovering new business prospects;

- use of digital technology. As a tool for boosting competitiveness, digital technologies are becoming increasingly significant. Ukrainian businesses may enhance their processes, marketing, sales, and customer service by implementing digital solutions.

Depending on the nature of the business and market conditions, these tactics can be used independently or in combination. To maintain their competitiveness, Ukrainian businesses must be adaptable, inventive, and capable of adapting to changes in the worldwide economic climate.

Kernel, according to the Table 1, is a leading Ukrainian agricultural company with a track record of success in worldwide competition. Kernel's primary worldwide competition strategy include:

1. Vertical integration. Kernel is involved in all stages of agricultural product production and supply, from sowing and harvesting through storage, processing, and export. This enables the organization to regulate product quality and optimize the supply chain, providing a competitive edge in the global market.

2. Kernel invests heavily in research & development, employs new agriculture technologies, and employs improved techniques of cultivating and preserving agricultural goods. This enables the organization to attain high levels of productivity and quality, allowing it to compete in the worldwide market.

3. Geographic diversification. Kernel is aggressively developing its position in other markets, particularly in the export of grains and oilseeds. The firm has offices and divisions in many countries, including Ukraine, Romania, and Bulgaria, allowing it to be closer to consumers and function efficiently in multiple markets.

4. Strategic Alliances. Kernel forms alliances with worldwide corporations and institutions to obtain access to new markets, technology, and financial resources. Such strategic alliances aid the company's development and boost its competitiveness[11].

Kernel is continuously attempting to create its name as a reliable provider of high-quality agricultural products. The firm prioritizes product quality, safety, and sustainability, which helps it attract clients and establish long-term relationships with them.

Kernel can comfortably compete on the

worldwide market and preserve its leadership position in the Ukrainian agriculture industry thanks to these measures. It should be noted that these are merely some components of Kernel's worldwide competitiveness tactics, and the firm may employ various approaches and techniques depending on market conditions and obstacles. In 2022 Kernel estimates the drop in grains and oilseeds production in Ukraine at 35-40% as a result of Russia's invasion of Ukraine [12].

Conclusions and prospects for further research. Ukraine has enormous potential to increase its competitiveness, although it now ranks relatively low in global competitiveness rankings. There are several elements that should be considered in order to improve Ukraine's competitiveness:

1. Business environment. Ukraine needs more improvements in the business climate. This involves reducing administrative red tape, combating corruption, preserving legal stability, and safeguarding property rights.

2. Infrastructure development is critical for increasing competitiveness in transportation, energy, and information and communication infrastructure. Investments in infrastructure modernization and development may ensure the effective running of enterprises and assist economic growth.

3. Support for scientific research, the development of innovative courses, and the creation of startup ecosystems will all help to the growth of high-tech sectors and boost Ukrainian firms' competitiveness.

4. Human resources. Education, training, and development of talented employees are critical components of competitiveness [13]. Increasing staff credentials and ensuring access to quality education will help Ukrainian businesses compete more effectively.

5. International rivalry is an essential feature of Ukrainian enterprises' activities, particularly in the context of globalization and free movement of products and services. Some main aspects of international competition in Ukrainian companies include:

6. Import and export. Many Ukrainian businesses sell their products and services in overseas markets. They compete with international firms by giving competitive prices, high quality, and innovative products. At the same time, they face competition from imported goods and services in the home market.

7. In the local market, there is competition. On the home market, Ukrainian firms compete with one another. They try to improve the quality of their products and services, identify new market niches, and create successful marketing tactics to attract

clients.

8. Innovations. Innovativeness is a critical aspect in Ukrainian firms' worldwide competitiveness. Companies that actively engage in R&D and launch new technology and products have a competitive edge.

9. Strategy for marketing. Ukrainian businesses should create successful marketing strategies to promote their products in international markets. Market study, customer segmentation, brand creation, and communication strategies to acquire and keep overseas customers are all part of this.

10. Increasing foreign investment. Ukrainian businesses can solicit international investment to help them grow and become more competitive. This might involve international partner joint ventures, knowledge transfer, and access to new markets.

In general, Ukrainian businesses should strive to improve their competitiveness by focusing on quality, innovation, marketing, and collaboration with international partners.

The goal of further research will be a study of digital competitiveness of Ukrainian companies.

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