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## MARKETING AND LOGISTIC COMPONENT OF INCREASING COMPETITIVENESS OF INTEGRATED ENTERPRISES

**Topicality.** The inherent element of a modern market economy is competition. It contributes to the progress of a market economy and it is one of the fundamental economic categories. The market itself and its mechanism of action cannot function normally without developed forms of competition.

The existence of competition ensures the development of the national economy, contributing to the fact that entrepreneurs in competition struggle to win consumers by raising the quality and lowering the prices of goods, expanding the range, introducing scientific and technological progress, etc., which in general contributes to the improvement of the welfare of the whole society.

Competitiveness is one of the main indicators of successful business activity. In this regard, the substantiation of the approaches to its study with a view to further development of a system for managing the competitiveness of enterprises is relevant.

Today, taking into account the overall economic and political situation in the country, the issue of increasing the competitiveness of domestic enterprises, both within the national and foreign markets, both in modern conditions and in the future, is particularly acute.

**Aim and tasks.** The key categories for conducting this research are the competitiveness of the enterprise and products, competitive advantages, as well as marketing and logistics activities, which peculiarities of theoretical determination is a priority task.

**Research results.** The article observes competitive advantages from different points of view, including the logistic approach to their formation. Also the strategies for creating competitive advantages in modern conditions are analyzed.

**Conclusions.** Competitive advantage can not be identified with the potential of the enterprise. Unlike opportunities, it is a fact that is fixed as a result of the real benefits of buyers. That is why in business practice the competitive advantages are the main goal and the result of economic activity. As it can be seen from the foregoing, all strategies of creating competitive advantages have significant distinctive features, which allow us to conclude that an enterprise must clearly define for itself which strategy it is planning to implement and in no case mix these strategies. At the same time, it should be noted that there is a certain link between these strategies and this should also be taken into account when creating competitive advantages.

**Keywords:** competition, competitiveness, competitive advantages, enterprise, strategy, logistics, integration, marketing, production, production, sales, pricing, market, economy.

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## МАРКЕТИНГОВА ТА ЛОГІСТИЧНА СКЛАДОВА ПІДВИЩЕННЯ КОНКУРЕНТОСПРОМОЖНОСТІ ІНТЕГРОВАНИХ ПІДПРИЄМСТВ

**Актуальність.** Притаманним елементом сучасної ринкової економіки є конкуренція. Вона сприяє прогресу ринкової економіки і є однією з фундаментальних економічних категорій. Сам ринок та механізм його дії не може нормально функціонувати без розвинутих форм конкуренції.

*Наявність конкуренції забезпечує розвиток національної економіки, сприяючи тому, що підприємці у конкурентній боротьбі завойовують споживачів, підвищуючи якість і знижуючи ціни на товари, розширюючи асортимент, впроваджуючи досягнення науково-технічного прогресу та інше, що в цілому сприяє поліпшенню добробуту всього суспільства.*

*Конкурентоспроможність є одним з головних показників успішної діяльності підприємства. У зв'язку з цим обґрунтування підходів до її дослідження з метою подальшої розробки системи управління конкурентоспроможністю підприємств є актуальним.*

*На сьогоднішній день, враховуючи загальну економічну та політичну ситуацію в країні, особливо гостро постають питання підвищення конкурентоспроможності вітчизняних підприємств, як у межах національного, так і на зовнішніх ринках, як у сучасних умовах, так і в майбутньому.*

***Мета та завдання.** Ключовими категоріями для проведення даного дослідження є конкурентоспроможність підприємства та продукції, конкурентні переваги, а також маркетингова та логістична діяльність, особливості теоретичного визначення яких є першочерговими завданнями.*

***Результати.** В статті розглянуто конкурентні переваги з різних точок зору, в тому числі логістичний підхід до їх формування. Також проаналізовані стратегії створення конкурентних переваг в сучасних умовах.*

***Висновки.** Конкурентну перевагу не можна ототожнювати з потенційними можливостями підприємства. На відміну від можливостей, – це факт, що фіксується в результаті реальних переваг покупців. Саме тому в практиці бізнесу конкурентні переваги є головною метою і результатом господарської діяльності. Як видно з викладеного, всі стратегії створення конкурентних переваг мають суттєві відмінні особливості, що дозволяють зробити висновок про те, що підприємство повинне для себе досить чітко визначати, яку стратегію воно збирається реалізовувати, і ні в якому разі не змішувати ці стратегії. У той же час слід зазначити, що є певний зв'язок між цими стратегіями і це також слід враховувати при створенні конкурентних переваг.*

***Ключові слова:** конкуренція, конкурентоспроможність, конкурентні переваги, підприємство, стратегія, логістика, маркетинг, ринок, економіка.*

**Problem statement and its connection with important scientific and practical tasks.** Under the current conditions of the agro-industrial market functioning, as well as taking into account the overall economic and political situation in the country, the problems of the raise of the competitiveness of domestic enterprises both within the national and foreign markets particularly arise. In our opinion, first of all, it concerns the enterprises that produce agricultural products as important participants in the gross national product of the state. Unfortunately, today it is still impossible to talk about a high level of competitiveness in agrarian production, which is caused by a number of both objective and subjective factors. Of course, such a thesis applies only to medium and small (sized) enterprises. However, it should also be noted that these occupy the largest share in gross agricultural production.

**Analysis of recent publications on the problem.** Understanding the essence of competitiveness is already disclosed in many scientific works, both national and foreign. The research of competitiveness is associated with such names as V.D. Andrianov, G.L. Azoyev, I. Ansoff, D. I. Barcan, I. Vasyutin, V.M. Vlasov, V.G. Gerasimchuk, J. Gordon, P.S. Zavialov, B.E. Kvasnyuk, R.B. Nozdryova, A. Pavlov, D. Panasenko, P.G. Pererva, M. Porter, D. Riccardo, J. Salip, A. Smith, A. Strickland, R. Waterman, A. Fatkhutdinov, V. E. Khrutny, F. Hayek, T. Kharchenko, P. Heine, L.G. Tsyychenko, A. Chelenkov, E. Chamberlin, J. Schumpeter, F. Edgeworth, A.Yu. Judanov etc. This category has undergone a great evolutionary path and was uncovered from different sides. For example, competitiveness can be seen as the ability of an enterprise to withstand competition and to withstand competitors, or as a result of how efficiently an enterprise meets consumer needs compared to competitors offering the same product or service [2, 10]. Fathutdinov R.A. defines competitiveness as a property of an object, which is characterized by the degree of its real or potential satisfaction of the needs compared with similar objects that are represented in this segment of the market. In this case, competitiveness is the ability to withstand competition compared with similar objects in the market [8]. According to Raizberg BA, competitiveness is the real and potential ability of an enterprise to operate under existing conditions to produce and sell products that are more attractive to consumers than their competitors in terms of price and non-price characteristics [6].

The introduction of the term "competitive advantage" and developed by M. Porter, the theory of competitive advantages give the methodological basis for determining the category of "competitiveness". According to M. Porter, the competitiveness of the economy is determined by the productivity with which a country, region or cluster uses its labor and natural resources and capital [5].

The definition of competitiveness, which is most consistent with our research, is the theory of Poddubny II. and Poddubny AI, by which it represents the potential or realized ability of an enterprise to

function in a relevant external environment based on competitive advantages and thus reflects its position vis-a-vis competitors [4].

**An outline of the main results and their justification.** Competitive advantages can be seen as a concentrated manifestation of advantages over enterprises - competitors in various fields of activity. That is, it is ahead of competitors due to the successful realization of market success factors or key competencies. From the point of view of the sources of the enterprise competitive advantages, they can be divided into two groups: the advantages of low and high levels. Moreover, competitive advantages of a low level for an enterprise are created by using cheap labor, inexpensive sources of raw materials available, etc. which under current economic conditions are not stable, therefore such advantages can disappear quickly. Competitive advantages of a high-level enterprise are formed in the presence of skilled personnel, the use of the latest innovations, high technologies, etc. Another classification of competitive advantages divides them into external and internal ones. External competitive advantages are based on the excellent quality of goods, which forms the main value for the consumer, and internal ones are formed on the advantages of the enterprise in relation to minimization of production costs in comparison with competitors.

Competitive advantages of the company in the theory is a concentrated manifestation of advantages over competitors from the point of view of economic, technical, technological, organizational, managerial and other activities of the enterprise. At the same time, they can be measured by general economic indicators (reducing production costs, obtaining additional profit, increasing profitability, increasing the market share of the enterprise and sales volumes, etc.). In terms of management, the company's competitive advantages are the result of the adoption of optimal managerial decisions, the rational organization of production, the use of effective methods of strategic and tactical planning, enhancement of personnel motivation and control. From the point of view of marketing, competitive advantages are the result of the correct use of the marketing complex in the enterprise, in particular, the strategies of commodity and assortment policy, pricing, distribution and product promotion policies. From the standpoint of financial activity, the competitive advantages are ensuring a stable financial position, financial sustainability and growth of the company's own capital, attracting investment in projects that generate high returns at the lowest risk. From the point of view of entrepreneurship, competitive advantages - are the conditions of the enterprise survival in the competitive environment and the source of maximum profit from the implementation of the enterprise production and economic activities.

In terms of logistics, competitive advantages are the result of economies of scale and effective use of material resources (in their various manifestations). It is the application of a logistic approach to the formation of competitive advantages of agrarian enterprises, as one of the ways to increase their competitiveness, is the basis of this study.

All of the aforementioned spheres of production and commercial activity of the enterprise are completely content-related to the implementation of marketing activities. If we consider the theory, then marketing in the simplest sense is the management of the production and sales activity of the enterprise in order not only to generate profit, but also as the most complete satisfaction of the needs of consumers. Marketing activity at the enterprise is based on the use of the main four tools - commodity, pricing, communication and marketing policies in the complex.

Combining the theory of the formation of competitive advantages and the marketing complex, the following marketing components of increasing the competitiveness of agricultural enterprises can be determined.

As for the competitive advantages of commodity policy, the main task is to create an assortment. The essence of providing competitive advantages on this side is to plan virtually all activities aimed at product selection for future production, with the aim of effective market implementation and compliance with consumer requirements. The system of formation of competitive commodity policy advantages should include the following.

1. Study of existing and perspective needs of consumers, analysis of ways of using products and features of consumer demand in the object markets.
2. Estimation of similar products of competitors.
3. Critical assessment of the quality of products produced by the enterprise, but already from the standpoint of consumers.
4. Solving product issues that should be added to the product range, and which can be removed due to changes in the level of competitiveness.

5. Conduct diversification of products at the expense of other possible directions of production.

6. Evaluation and analysis of the entire assortment of the enterprise products, which is an integral part of marketing.

The complexity of the solution to such a task is the complexity of combining all the elements to achieve the ultimate goal of optimizing the range, taking into account the enterprise's strategic market objectives. If this cannot be succeeded, then it may turn out that the range will include products that are introduced more quickly for the convenience of the production units of the enterprise than for the consumer. From the point of view of marketing theory - this is a direct contradiction and can from competitive advantages go to the category of competitive weights of the enterprise.

Under the pricing policy of an enterprise there are three strategies for creating competitive advantages. The first strategy is price leadership, according to which the focus of the enterprise in the production of product is the cost. The main sources of pricing competitive advantages are as follows.

1. Rational conduct of commercial activity based on accumulated experience.

2. Savings on the scale of production, by reducing the cost per unit of production with increasing production volumes.

3. Savings account of a synergistic effect that arises in the production of various types of products.

4. Optimization of internal economic relations, which will reduce the total production and administrative costs.

5. Integration of distribution networks and supply systems, etc.

By implementing the strategy of creating competitive advantages on the basis of price policy, an enterprise should not forget that its products at the same time must meet a certain level of differentiation. Only in this case, price leadership can have a significant effect. If the quality of the price leader products is much lower than the quality of similar goods, then creation of a price competitive advantage may require such a strong price reduction, which will lead to negative consequences for the company. However, it should be noted that strategies for price leadership and differentiation should not be confused, not to mention that they should not be used simultaneously.

Differentiation is the second strategy of creating price competitive advantages. With this strategy, the company tries to provide something different to its products that from the point of view of marketing can be liked by the consumer and for what he is ready to pay. The company does not necessarily have to use only differentiation to obtain a premium to the price. Differentiation can help to expand sales by increasing the number of products or by stabilizing consumption, regardless of the fluctuations in demand in the market through the establishment of long-term relationships.

So, for the formation of competitive advantages on the basis of differentiation it is necessary the following.

1. Have a clear idea of who makes purchasing decisions.

2. To study the consumer criteria, which makes choices when buying a product (price, functional properties, warranties, delivery time, etc.).

3. Determine the factors that shape the consumer's presentation of products (sources of information about the properties of the product, image, etc.).

Then, based on the possibilities of creating products of the appropriate degree of differentiation and the corresponding price (the price must allow the consumer to purchase a differentiated product), the enterprise can begin to produce such products.

A third pricing strategy that an enterprise can use to create competitive advantages is to focus on the interests of specific consumers. In this case, the company produces products specifically for specific consumers. Concentrated production is connected to the fact that some kind of unusual need of a particular consumer is satisfied, or a specific product access system (sales and delivery system, etc.) is created. By conducting a strategy of concentrated creation of competitive advantages, the firm can use simultaneously the price engagement of consumers, and differentiation.

For the conduct of the company's policy of commodity sales and marketing, the formation of competitive advantages is possible through optimization of the role of wholesale food markets in the system of factors of increasing the competitiveness of agrarian products.

The absence of alternative channels for the implementation of agrarian products leads to a negative development of the industry and to the crisis of the financial and economic state of commodity producers. Therefore, one of the conditions for addressing the problem of supplying cities and effective sales of goods

by domestic producers should be the wholesale food markets. The purpose of creating such markets is to stimulate production on the basis of forming an effective mechanism of mutual interest of the producer and consumer of agricultural products by establishing direct links between them, regulating production and marketing of products, taking into account the satisfaction of the population consumer demand. The starting point of the systematic formation of wholesale food markets is the basic concept and objective features of the competitive environment and the position of the region in providing food to schools, educational institutions and other social institutions. This becomes particularly relevant in the framework of the social targeted programs implementation. The need to create wholesale food markets is due to the fact that the only system of material and technical supply and marketing in agriculture that existed in the pre-reform period was eliminated, and spontaneous emerging food markets have serious disadvantages. Among the latter are the disintegration of all parts of the refineries, reduction of investments, growth of production and turnover costs, reduction of solvent demand of the population, unregulated imports, price disparity and other negative economic and social relations in agriculture, etc.

The logistic process in agricultural production at the level of integrated enterprises is realized by means of flows that operate between elements and subsystems of the production enterprise, as well as between the producer and the external environment. Enterprise management integrating a set of functions of strategic planning, organization, motivation and control, etc., sets the parameters of the desired state of the enterprise functioning, motivating their achievement through a system of incentives. It is these incentives that can be defined as the competitive advantages of integrated enterprises.

Implementation of logistic management practices in business practice allows enterprises to significantly reduce inventories, accelerate the turnover of working capital, reduce production costs and logistics costs, and ensure consumer satisfaction as products and related services. Thus, effective logistics management can reduce overall costs by giving the company a constant lead in cost levels in a particular market segment, with a focus on minimizing prices and high levels of product and service quality.

The integration processes in the world and the globalization of the economy change the behavior of the modern consumer, who, when making a decision on the purchase of goods, proceeds from a set of expectations at the level of the best world standards, demands goods of the highest quality at an affordable price, expects a quick response to their requests and a shortening supply cycle. Enterprises are increasingly valued not only in terms of the quality of their products and services, but also the flexibility and ability to comply with logistics rules: deliver finished products in a timely manner in small volumes, according to the quantity ordered and directly to the place of consumption.

No less obvious is the impact of logistics on improving the position of enterprises in the market, which is estimated by an increase in their share and largely depends on the competitive level of customer service. Significant impact on working capital is provided by logistics due to stock reductions. As a result, participants in the chain of commodity routing should be built in modern logistics channels, which will reduce the cost of production on the basis of minimizing the cost of its delivery to the end user and the timing of its goods turnover.

**Conclusions and perspectives of further research.** Therefore, it should be emphasized that the competitive advantage can not be identified with the potential of the enterprise. Unlike opportunities, it is a fact that is fixed as a result of the real benefits of buyers. That is why in business practice the competitive advantages are the main goal and the result of economic activity. As can be seen from the foregoing, all strategies for creating competitive advantages have significant distinctive features, which allow us to conclude that an enterprise must clearly define for itself which strategy it is planning to implement and in no case mix these strategies. At the same time, it should be noted that there is a certain link between these strategies and this should also be taken into account when creating competitive advantages.

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