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9.1 Disclosure of the main concepts in the formation of competitive strategies of industrial enterprises in the conditions of the experience economy

The successful functioning of domestic industrial enterprises in a complex, dynamic and uncertain environment requires them to mobilize efforts for adaptation, flexibility of the management system and production system, full and comprehensive use of their own strategic potential and formed competitive strategy. Since the main features of the perception of information about the activities of enterprises by consumers, competitors and other subjects of the external environment and internal environment are impressions, enterprise managers must take into account the consequences of impressions. Thus, the role of impression management increases both in general and in the process of strategizing .

Of particular importance, from the point of view of ensuring a stable competitive position, is the creation, formation and effective implementation of a competitive marketing strategy of the enterprise, which should support and form positive impressions about the capabilities and achievements of enterprises. This is difficult to achieve for industrial enterprises that produce products for industrial and technical purposes . Because such impressions must be formed in both rational and emotional aspects. In a rational aspect from the position of additional benefits from the use of production and technical products, and in an emotional aspect to achieve trust and loyalty to the enterprise, its capabilities as a partner, quality and usefulness of products. It is possible to achieve this using the provisions of the theory of strategic management in connection with the theory of strategic marketing.

The problem of forming and implementing a competitive marketing strategy is of primary importance for creating positive impressions from interaction with the company, reducing the degree of uncertainty and risk, as well as ensuring the concentration of resources on selected priority areas of development.

The purpose of this study is to generalize the theoretical provisions and develop methodological principles of strategic management of enterprise development on the

basis of marketing to strengthen competitive positions, taking into account the functioning of the impression economy and the use of impression management. The object of the research is the process of strategic management of the development of the enterprise on the basis of marketing in the conditions of the functioning of the economy of impressions. The subject of the research is theoretical, methodical approaches and the organization of the formation of a competitive marketing strategy, which will ensure the generation of positive impressions about the activity of the enterprise and its successful life. The theoretical and methodological basis of the study became modern economic theories, scientific works of domestic and foreign economists on the problems of forming strategies for achieving competitive advantages of enterprises in the conditions of the economy of impressions. In the research process, such methods as theoretical generalization, analysis and synthesis, structural-logical analysis, statistical analysis, expert methods, SWOT analysis were used.

Before formulating proposals for the generation of competitive marketing strategies, it is necessary to consider the basic theoretical concepts, among which the main one is "marketing". This concept in its most general form implies market activity. Marketing is understood as a type of market activity that involves market research and the formation of measures to expand the market share of the enterprise, which involve the use of a systematic approach and a program-targeted method as the main ones for solving economic problems, and the market reaction, its requirements and the nature of the reaction is a criterion of effectiveness activity

Summarizing the proposals [455, p. 486], it is possible to determine the consequences that marketing activity should provide:

- reliable, reliable and timely information about the market, structures and dynamics of solvent demand, tastes and expectations of buyers, their formed impressions about the enterprise, i.e. information about the external conditions of its functioning;
- creation of such a product, a set of products (assortment), which more fully satisfies the market requirements than the products of competitors;
- the necessary influence on the consumer, on demand, on the market, which ensures the maximum possible control of the sphere of implementation.

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In the economy of impressions, production possibilities, quality products, satisfied staff and loyal consumers are the main factors of the company's successful activity on the market. Management of marketing activities is a decision-making process related to the optimization of the use and increase of the company's capabilities, which will help satisfy the needs of consumers with the help of marketing tools and will allow to receive the expected profit at the same time [452].

In the conditions of the economy of impressions, it is appropriate to note the growth of the role of marketing and strategic marketing in particular, and it is also worth emphasizing that recently there has been an increase in attention to the marketing component of factors influencing the development of enterprises. There is a problem of their identification and evaluation. That is why the development of a competitive marketing strategy is currently the subject of discussions and determines the relevance of their further research. It is based on the determination of the main, long-term goals and tasks of marketing, the development of directions, and the determination of the necessary resources to achieve the set goals. In order to begin the formation of a competitive marketing strategy, it is necessary to understand very clearly what exactly it represents.

In the process of development of foreign markets by an industrial enterprise, it finds itself in conditions of tough international competition. In these conditions, it is important to create a competitive marketing strategy that will allow the company to achieve the maximum efficiency of its activities in this market [446].

Before starting to determine the essence of a competitive marketing strategy and approaches to its formation, it is necessary to investigate the origin and meaning of the definition "strategy".

Consideration of competitive marketing strategy as a means of achieving the marketing goals of enterprises is contained in the works of M. Mac-Donald [456], Dyer J. [450], Shaw R. [461]. However, this does not reveal the essence and differences of the competitive marketing strategy itself. Close to the previous one is the target approach, which identifies a competitive marketing strategy with a system of goals and

is contained in the works of foreign researchers Ambler T. [446], Cambra-Fierro, J., Florin, J., Perez, L. [448].

In the publication [457, p. 31]. strategy is defined as "a plan that integrates the main goals of the organization, its policies and actions into a certain coherent whole." According to many researchers, it is the combination of goals and main tasks for their achievement that constitutes the company's strategy [451, 457, 458]. The publication [451] states that the strategy is a general program of actions that identifies priority problems and resources for achieving the main goal, that formulates the main goals and the main ways to achieve them in such a way that the enterprise receives a single direction of movement.

Thus, we can generalize that economists tend to understand strategy as a special method of organizing the systemic activities of people to achieve the strategic goals of the enterprise. As for the competitive strategy, it should take into account, in addition to the above, the uniqueness and peculiarities of the life of the enterprise. It is they who will be able to interest partners and consumers, to evoke positive emotions in them for cooperation with the enterprise. The main thing is to rely on their active unsatisfied needs.

The following factors influence the formation of a complex of enterprise goals: external environment, internal resources, degree of risk. Internal resources include informational, human, material and financial capabilities. The external environment is characterized by economic, legal and technological conditions that affect the formation of goals. A properly chosen and developed strategy based on the identification of the most profitable areas of activity and the formation of a high level of demand for its product ensures the achievement of the goals set by the enterprise by the most effective means possible. The main goal of the competitive strategy is to ensure the profitability of the enterprise with a positive trend. An enterprise can choose one of the development strategies, then a priority competitive strategy, which contributes to the achievement of functional strategies, among which the marketing strategy is decisive in the conditions of the economy of impressions, because it determines the complexity and

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integration of other narrowly focused functional strategies and ensures their coherence and target orientation .

It is necessary to define and clearly imagine the essence of the concept of marketing strategy. In domestic and international scientific literature, there is no unity regarding the definition of the essence of the enterprise's marketing strategy. The analysis of the definition of the concept of "marketing strategy" is presented in the table 1.

Table 1.

Definition of the concept of "marketing strategy"

Auto r/Zherelo	Definition
1	2
A. V. Alfiorov	Selection of the target market, competitive position and development of an effective program of marketing activities to reach and serve the selected market
Ashchaurov V. V.	A component of the entire system of strategic management of the enterprise's entrepreneurial activity
Bagiev G. L.	General program of marketing activities in target markets. It includes the main directions of the company's marketing activities and the toolset of the marketing complex (marketing mix), with the help of which marketing measures are developed and implemented to achieve the set goals
Bereza E. N.	A complex of long-term marketing solutions regarding the selection of target consumer segments, positioning of the enterprise and its products, as well as elements of the marketing complex aimed at achieving long-term marketing goals
Harkavenko S. S.	A detailed comprehensive plan for achieving marketing goals
Kateryuk A. V.	The marketing strategy consists in the selection and analysis of the target market and in the creation and maintenance of an appropriate marketing mix (which consists of the product, distribution system, promotion and price) that satisfies this group of people
Yu. V. Kotelevska	An important condition for planning all market actions without exception, which, depending on how strong the relationship between the seller and the buyer turns out to be, determines the intensity of the organization's income growth
Economic encyclopedia	A system of organizational, technical and financial measures for intensification of production, sale of products, increase of its competitiveness, active influence on demand and supply of goods
Doyle P. Kovalchuk S.	Decisions in the field of marketing and innovation, which determine the direction in which the company moves, fulfilling the assigned tasks
J. _ O'Shaughnessy	A broad concept of how product, price, promotion, and distribution must function in a coordinated manner to overcome obstacles to the achievement of marketing objectives

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Continuation of table 1.

1	2
Mazur O.V.	Formation and implementation of the goals and objectives of the producer and exporter enterprise for each individual market (market segment) and each product for a certain period of time for the implementation of production and commercial activities in full accordance with the market situation and the capabilities of the enterprise
MacDonald M. Cravens D. _	Means of achieving marketing goals in relation to the marketing mix
V. A. Mishchenko, V. I. Lyashenko	Determines how the company's resources should be applied to attract and satisfy the product market conjuncture , studying the buyer, product, competitors
O. Walker	Effectively distributed and coordinated market resources and types of activities to meet the needs of consumers in a certain commodity market
Utkin E. A., Matantsev A.M.	Business activity plan of the enterprise. The main task is to support and develop the production process, the intellectual potential of the company's employees, to increase the range and quality of manufactured goods, to develop new markets, to increase sales and, finally, to increase the efficiency of operations
Utkin E. A.	An integral part of the entire strategic management of the enterprise is the plan of its business activity. The main task is to develop the production process, the potential of the company's employees, to increase the assortment and quality of goods, to develop new sales
F. Kotler	A logical scheme of marketing activities by means of which the company hopes to accomplish its marketing objectives
Chernov S. E.	A series of measures developed for each target market with the definition of strategic settings by products, distribution channels, methods of product promotion, prices
G. Assel	"the company's primary method of influencing customers and motivating them to buy" and also identifies and considers such types of marketing strategies that are not related to influencing the firm's consumers, which indicates an inconsistency in the approach to marketing tools
Zh.Zh. Lamben	should contain such elements as the definition of one or more target segments, positioning relative to priority competitors, requirements for the range of goods, sales channels, prices and terms of sale, sales personnel, their tasks and organization, advertising and sales promotion, after-sales service, guarantees , services , market research
D. Hussey	reducing the composition and content of the marketing strategy to four elements of the marketing complex - product, price, sales and promotion, which "must be taken into account when thinking about marketing strategies for products and services." Considering the content of the marketing strategy, the author gradually evaluates marketing product, price, sales strategies and promotion strategies

According to the table 1, it is reasonable to conclude that the marketing strategy is the main long-term plan of the enterprise's marketing activities, aimed at selecting

target consumer segments. A competitive marketing strategy has the same essence and must additionally take into account dual conditions: active unsatisfied needs of consumers and partners and unique features of the enterprise's activity, which must be mutually coordinated and interdependent in order to ensure the success of the enterprise's life activities. For industrial enterprises, a competitive marketing strategy should contain both rational features, since the enterprises mainly produce products for industrial and technical purposes, and also evoke positive emotional impressions in managers who make decisions about cooperation with the enterprise as partners or consumers.

A competitive marketing strategy combines the elements of the marketing complex, based on which the company carries out its effective marketing activities aimed at achieving marketing goals. A number of authors interpret the concept of "marketing strategy" as a means of influencing the consumer, meeting his needs with the help of a marketing complex. Each of the scientists defined the strategy and developed its classification within the framework of the subject area of research that interested him. However, the definition of the concept of "marketing strategy", given by various authors, allows us to distinguish a number of semantic elements inherent in this concept.

The main tool of strategic management of the organization. An integral part of the entire strategic management of the enterprise. The main task is to support and develop the production process, the intellectual potential of the company's employees, to increase the range and quality of manufactured goods, to develop new markets, to increase sales and, ultimately, to increase the efficiency of operations.

Having analyzed the concept, we can conclude that the marketing strategy is the main long-term plan of the enterprise's marketing activities, aimed at selecting target consumer segments. Thus, based on the study of this issue, it is possible to highlight the main features of the marketing strategy of the enterprise .

First, during the implementation of the marketing strategy, the needs of the consumer are taken as a basis.

Secondly, the concept of strategy should be correlated with the concept of development. There is no strategy without development. In this regard, the strategy is a set of changes that determine the viability of the enterprise and increase the probability of its survival in the changing environment [463].

Thirdly, the concept of strategy is inseparable from the concept of goal, which in development acts as the main reference point of development, reflects trends of changing interests. Fourth, the concept of strategy cannot be separated from the concept of forecasting. The strategy acts as the result of a thoughtful and analytical, or rather, scientific prediction of the future, the realities of its achievement, and an understanding of what is necessary.

Fifth, the concept of strategy is inseparable from the concept of "mission", which characterizes the purpose of the firm and its role in the general trends of human development.

In the process of forming a strategy for managing the development of the enterprise, a subsystem of functional strategies is created, which are developed in relation to the defining directions of the enterprise's activity. The main functional strategies, which are developed as separate blocks within the framework of the main strategic concept, include financial, marketing, production, personnel management strategies, etc. The implementation of a competitive marketing strategy is aimed at creating a complex of competitive advantages and the effective use by the enterprise of market opportunities to achieve its strategic goal [444]. An extremely important place in the strategic management of an enterprise's activities is occupied by its competitive marketing strategy, which forms market strategic guidelines [445]. The variety of approaches to defining a marketing strategy is due to the depth of the term "strategy" itself and the scope of its use. In the economic literature (both foreign and domestic), there is no unity of views regarding the essence and content of the company's competitive marketing strategy. It is possible to highlight the main concepts that reveal its content: a means of achieving the marketing goals of the enterprise; program (plan) of actions; mid-term decisions regarding the elements of the marketing complex; method (means) of influence on target consumers. As for the process of

strategic management, the essence of a competitive marketing strategy reveals the last concept - a method or method of influencing target consumers.

Mistakes in the development or implementation of a competitive marketing strategy can lead the company to a crisis. Incorrectly chosen market, miscalculations in the pricing policy, ineffective distribution system, promotion policy that does not meet the conditions of the foreign market (social, cultural, educational, legal) - each component of a competitive marketing strategy carries the risk of failure of the enterprise entering the foreign market or opportunities to expand their presence.

In order to get rid of these basic mistakes, it is advisable to use the following approaches to the content of a competitive marketing strategy: philosophical is a modern business philosophy aimed at ensuring sustainable development; organizational - a method of action to achieve marketing goals; program - the general program or plan of action of the enterprise to achieve marketing goals; target - a system of goals; resource - effectively distributed and coordinated market resources; structural - use of the marketing structure to meet the needs of target markets; strategic – part of strategic management; impressions - mutual coordination of active unsatisfied needs of consumers and partners with the unique capabilities of the enterprise to satisfy them.

Based on a critical analysis of scientific literature [447, 449, 453], it was established that the main essential characteristics of a competitive marketing strategy are as follows:

the marketing strategy is long-term oriented and should be consistent with the main goal of the enterprise and its mission;

marketing strategy is not a type of general strategy, but is created as a derivative of it and makes it possible to ensure the fulfillment of marketing goals;

marketing strategy acts as a foundation for long-term and operational planning of activities;

the marketing strategy is based on consumer needs. Based on the study of consumer needs, it is possible to forecast, that is, predict the future;

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in modern business conditions, the company's marketing strategy is adaptive in nature, giving it the ability to adapt to changes in the external environment and gain stability. Thus, the marketing strategy has a dynamic character;

marketing strategy is a means of achieving stability in the market in competitive conditions. For this, the company uses appropriate marketing tools that correspond to changes in consumer requests and act more efficiently than those of competitors.

Taking into account the selected essential characteristics of a competitive marketing strategy and based on the generalization of existing interpretations, the following definition can be proposed. A competitive marketing strategy is a long-term oriented model of marketing activity, which contains a set of marketing tools that are constantly adjusted under the influence of changes in the external and internal environments, make it possible to achieve the set marketing goals and contribute to the formation of competitive advantages.

In the conditions of the development of market relations, the formation of the economy and the functioning of enterprises based on the principles of marketing, great attention should be paid to the formation of a coherent, scientifically based system of organization, formation and management of the enterprise in modern conditions. Such a system, in our opinion, can be the marketing management of the enterprise's activities, that is, the creation and operation of such enterprises that would best satisfy the needs and demand on the market, could flexibly and adequately respond to changes in the external and internal market situation, increase the profitability of production and activity enterprises as a whole, etc. [459].

Marketing activity has a comprehensive and comprehensive nature and covers a much larger range of issues. Enterprises that do not use a marketing approach in their activities risk losing their own positions in the market. After all, without its constant and systematic analysis, primarily of buyers and competitors, an agricultural enterprise will not be able to respond in time to changes and fluctuations in consumer demand, their tastes and preferences, price dynamics, and therefore will not be able to develop effective product and price strategies aimed at specific consumer segments and ensuring certain competitive advantages. Also, without the use of marketing research

and measures to create a positive image of the company and attract new customers, the company will have no chance of development [444].

Strategic management based on impression marketing is an opportunity to organize the company's activities based on the principles of optimal use of existing potential and obtaining the greatest profit, taking into account the satisfaction of unsatisfied active needs of consumers based on the existing or potential unique features and characteristics of the company. The analysis of the company's capabilities makes it possible to obtain reliable information about the state of the company's assets and liabilities, to analyze the external marketing environment.

A systematic approach to the organization of marketing is a necessary condition for the successful operation of the enterprise on the market. It characterizes the enterprise that applies the marketing methodology as an open complex system oriented to the market and the external environment.

The marketing system is in constant interaction with the external environment. The factors of the external environment can be divided into those that are influenced by management and the marketing department, and factors that are not influenced by management [452]. In market conditions, ensuring the successful functioning of the agricultural marketing system in various organizational and legal economic structures must take into account all the factors of micro- and macro-environment influence on enterprises.

In the enterprise management system, it is marketing that contributes to the formation and achievement of the mission, starting with the organizational and preparatory, and ending with the control function.

The formation of marketing in the enterprise management system requires knowledge of the basics of market needs, production processes, financial and economic operations, and socio-economic principles of enterprise management.

The search and substantiation of the main factors influencing the system of strategic management of the enterprise and directions for the formation of a comprehensive management system based on marketing at the enterprise is a priority task of managers.

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In order to be competitive in the conditions of the economy of impressions, the enterprise must strive to ensure that marketing performs the main tasks: market analysis, organization, motivation, planning, implementation of assigned tasks, control and analysis of the implementation of marketing activities. The main functions of marketing should be: development of a set of tasks and goals; determination of targeted sales markets and market positions; planning, development and promotion of product sales; formation and implementation of management influence methods; formation of marketing structure and levels of distribution channels. As the main tools of marketing, it is advisable to highlight: marketing research, implementation of product and price policy.

Implementation of the concept of marketing management in the conditions of a specific enterprise is possible with the help of practical implementation and application of a complex management system based on marketing. It is a complex system of elements (structural aspect) and actions (functional aspect), which ensure the balance of the management system and its overall effectiveness. The structure of enterprise management based on marketing is multi-level and includes the mission of the enterprise; entire enterprises; directly to the management system of functional divisions of the enterprise. The enterprise's mission gives an idea of its purpose, necessity and usefulness for society in general and its employees in particular. The central point of the mission is the definition of the main goal of the enterprise, taking into account the interests, expectations and values of consumers in a strategic perspective. In this case, the mission should not depend on the current state of the enterprise, the forms and methods of work, since in general it expresses the orientation towards the future, showing what the efforts will be focused on and what values will be prioritized. Management of the enterprise based on marketing is the mission of the enterprise, which unites such large-scale goals as management of marketing research, management of organizational and technological activities, management of personnel and economic potential of the enterprise.

An important role in the organization is played by the management system of marketing research, which forms the management information base, allows diagnostics

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of the management system, creates prerequisites for making optimal management decisions, allows to determine the effectiveness of their implementation and the effectiveness of the enterprise management system in general.

Diagnostics of the enterprise management system should cover the main areas: management organization, marketing, research and development, technology, personnel, organizational culture and image.

When evaluating personnel, it is necessary to analyze its qualitative and quantitative composition, identify trends in personnel turnover and the degree of their motivation.

Organizational culture reflects norms of behavior, business ethics, management style, management philosophy. When analyzing the organizational culture, it is necessary to assess the degree of development of the management philosophy at the enterprise, the attitude of employees to the history of development, traditions that have developed at the enterprise, the style of business communication, the level of culture of behavior, as well as to find out the presence of developed standards of behavior and formal management rules and procedures. Evaluation of the image of the enterprise is carried out with the help of expert evaluations.

The use of such measures will allow to assess the existing potential of the enterprise, its competitive position and justify the choice of the enterprise's strategy.

To achieve management efficiency, the formation of the organizational structure of enterprise management in the process of its design (for newly created enterprises) and reorganization if necessary (for existing enterprises) is of priority. Since this process is complex, time-consuming, multifaceted, in many respects dialectical, its effectiveness will depend on the degree of compliance with the requirements for organizational management structures, accounting for the impact of socio-economic, production-technical, organizational-management, foreign economic factors on their functioning, as well as choosing the most acceptable method of determining the number and structure of the administrative and management apparatus.

The implementation and implementation of a complex management system of enterprises based on marketing will ensure the marketing orientation of management

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activities regardless of the size and power of enterprises, will contribute to increasing the internal and external efficiency of enterprises, together with the use of a strategic approach to management will ensure the strengthening of their market positions and obtaining long-term competitive advantages.

An important stage on the way to improve management is to change the entire planning system. On the basis of in-depth marketing research of the market, sales system, consumer characteristics of goods, and competitiveness, advertising, economic analysis of costs, profits, prices and other indicators, motivational analysis should be carried out to plan a marketing strategy.

This strategy in the form of formed goals, set tasks, a defined sequence of actions finds concrete implementation in the marketing program.

Therefore, at this stage of development, no enterprise can function successfully without the use of marketing to determine its position on the market, analyze its opportunities, study the market environment, determine the development strategy, etc.

Therefore, marketing activity is a generally recognized sign of modern successful enterprise management.

In the multitude of activities of a modern enterprise, the most important role is played by innovation and marketing. Practice shows that marketing and innovation are the basis for the development and implementation of strategies for the development of successful enterprises in industries, the development of which determines the rate of scientific and technological progress of the country as a whole.

Since the environment of enterprises is constantly updated and changed, new types of marketing appear, presented in the table. 2.

Table 2.

The relationship between the components of the marketing complex and its
new types

A component of the marketing complex	Types of marketing
Goods	lateral marketing, holistic marketing
Price	internet marketing, holistic marketing
Communications	neuromarketing , event marketing , relationship marketing, guerilla marketing, aromamarketing , blog marketing , internet marketing , viral marketing, social media marketing, holistic marketing, impression marketing
Marketing	internet marketing, social media marketing, holistic marketing
Personnel	relationship marketing, guerilla marketing, blog marketing, holistic marketing, impression marketing

Analysis of the table. 2 allows us to conclude that the development of marketing is a constant search and implementation of creative ideas. On their basis, new types of marketing emerge, which allow industrial enterprises to find, strengthen and realize comparative competitive advantages, thereby strengthening their positions on national and foreign markets.

The main changes in the latest types of marketing should be taken into account in the process of strategic management of the development of the enterprise, because in conditions of hypercompetition , saturation of the market with goods similar in quality and other characteristics, extreme informational pressure on consumers and market subjects, the main component of market success is the ability to stand out, attract attention, ensure effective (with feedback) communications with consumers.

The latest types of marketing make it possible to match the internal development opportunities of the enterprise with the external ones generated by the market. What specific type of marketing should be chosen by a particular enterprise depends on the specifics of its activity and existing potential, as well as the conditions in which it functions (existing and promising market opportunities). The process of social transformation is happening so rapidly that marketing concepts, strategies, approaches

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and tools that were successful a few years ago are becoming ineffective or unsuitable for promoting goods or services in today's economy. The development of new strategic approaches in marketing activities, which would be highly adaptable and effective, includes relationship marketing, or emotional marketing as a component of the relationship economy. New accents appear in the very concept of competitive marketing strategy. These include rational and emotional perceptions of messages about the enterprise and its products, their uniqueness and differences from existing ones.

The main strategic directions of marketing activity of a modern enterprise with their corresponding marketing tools and the scope of their use are presented in the table. 3.

Table 3.

New strategic directions of marketing activities of enterprises [463]

Strategic direction of marketing activity	Marketing tools	Scope of use
Neuromarketing .	Use of technology for measuring human brain activity; visualization; scanning; human reaction tracking technologies and advertising, products, services	Advertising studies; branding ; shopping _
Event marketing.	of products or services through various events	Festivals, symposia, concerts, corporate events, presentations, conferences, exhibitions, press conferences, etc.
Emotional marketing.	Demonstrating the behavior of happiness as opposed to economic decline and stagnation. The topic of well-being, a healthy lifestyle as the formation of a sense of stability and happiness. The topic of forming positive human emotions is used in advertising or promotion of a large list of goods and services	Creating a strong emotional connection with customers through the use of various tools.
Internet marketing	Search engine optimization (SEO promotion) contextual advertising (SEA, PPC advertising); interactive advertising; promotion of targeted advertising through social networks and Internet channels; viral internet marketing.	Tools for attracting and retaining customers or buyers in social networks and the Internet
Content marketing.	Articles, sites, photos, videos, blogs, SMS -mailing, e-books, printed products, gamification ; content products; presentations; coaching programs; knowledge bases, Internet forums; reference resources, etc.	Formation of a strong connection with real and potential clients and buyers

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Enterprises should actively look for new incentives for strategic management of development in general and directly for marketing policy, which would lead to the success of sales of products and provision of services. Today, traditional competitive marketing strategies cannot always guarantee success in the sale and promotion of goods and services. Changes in consumer behavior require new innovative communication technologies. Competitive marketing strategies are based on innovations in marketing [454].

The strategic directions of emotional marketing or marketing of impressions and neuromarketing, which are steadily gaining ground in the world, are becoming more and more relevant. Internet marketing tools and strategies are spreading rapidly, but live communication with customers and buyers still holds priority positions in marketing.

In the real conditions of the enterprise, a mix of marketing strategies is used, depending on the situation, as well as the tasks that need to be solved. The task of a modern competitive marketing strategy is to be in closer contact with real and potential customers and buyers, to be more attractive to consumers, open and understandable.

In the economic literature, the structure of the process of developing a competitive marketing strategy is highlighted in different ways, but even until now, a coherent, interrelated complex process of developing a marketing strategy has not been proposed. The generalized process of forming a competitive marketing strategy is presented in table 4.

Development of a competitive marketing strategy of an enterprise is first of all a process of creation and practical implementation of the general program of actions of the enterprise. Its purpose is the efficient allocation of resources to reach the target market.

The development and implementation of the company's marketing strategy is a creative matter based on the capabilities of specific individuals, that is, in essence, know-how [462].

Table 4.

The process of developing a competitive marketing strategy

Stage	Content of stages	Essence
1. Formation of goals	Formulation of goals taking into account objective and subjective influencing factors	Most often, when developing a company's marketing strategy, the formation of goals is one of the first stages. The achievement of certain goals indicates the implementation of the developed strategy. The goals set for a particular type of business are more detailed and specific.
2. Strategic analysis and diagnosis	Analysis of the external environment	In order to substantiate strategic guidelines, choose the most effective ways and forms of their achievement, it is necessary to carry out a strategic analysis and diagnosis of the company's condition. These works include the implementation of external and internal analysis, the assessment of the potential of the features of the competitive environment and driving forces in the industry.
	Analysis of the internal environment	
3. Development of strategy options	Development of alternatives	On the basis of the conducted strategic analysis, strategy options are developed. At the stage of developing strategic alternatives, it is advisable to consider several options, using forecasting methods for this purpose: if strategic goals have been established in accordance with all requirements, and the developed strategies are aimed at achieving them; if approximate goals have been established, strategic alternatives should be checked for consistency with the strategies of other departments and the enterprise as a whole.
	Evaluation of alternatives	
	Choosing a strategy	
4. Implementation planning	Development of strategy implementation measures	This set of works provides for the development of a list of specific measures to achieve previously defined goals for the long-term and medium-term perspective according to the degree of their importance and their control .

Modern strategic marketing is defined as relationship marketing, which embodies the philosophical principles that determine the company's attitude to itself, customers, employees, capital investors, suppliers, competitors, relations with the public, and the social environment. Strategic planning makes it possible to establish long-term goals and includes the development of current activity plans and the development of ways and methods of their implementation. Marketing strategic planning is a management process of establishing a balance between marketing goals and marketing opportunities and resources of the firm [448, p. 452].

It should be emphasized that the process of forming a marketing strategy, as a rule, is divided into two stages [447, 448, 449]:

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the planning process aimed at making strategic decisions, formulating goals and determining ways to achieve them;

the management process as a set of decisions and actions for the implementation of the strategy, aimed at achieving the company's goals, taking into account possible changes in the external, intermediate and internal environment.

In modern conditions of development, strategic marketing should be the basic methodology of strategic management. There are changes in the ratio of management decisions between strategic and operational from 20/80 to 70/30. In addition, marketing decisions account for up to 80% of all management decisions of strategic management, which indicates the decisive role of strategic marketing in managing the company's development.

In our opinion, the enterprise strategy is a hierarchy of interdependent strategies: marketing strategy, personnel management strategy and financial strategy. At the same time, the marketing strategy includes such components as:

- market strategy;
- strategy of combination of types of activities;
- competitive strategy;
- product strategy;
- pricing strategy;
- promotion strategy;
- sales strategy;
- strategy of working with suppliers and stakeholders .

According to the Harvard model of strategic analysis, the strategic planning process is a certain point of intersection of identified opportunities and threats of the external business environment, which are expressed in the form of key success factors, strengths and weaknesses of the enterprise's resource potential, expressed in excellent development capabilities [454]. The opportunities of the external business environment can be demanded due to the realization of the strengths of the enterprise's resource potential. It is necessary to identify the threats of the external business environment, and reduce the weaknesses of the resource potential to a minimum. Based on the

analysis of the Harvard model of strategic analysis in order to increase the effectiveness of strategic marketing, the process model of the formation and implementation of the marketing strategy is generalized. First, it is necessary to carry out a strategic analysis, in which the general parameters of the market, the parameters of the external environment and the internal environment are studied. Then the competitive marketing strategy of the enterprise is formed, that is, the determination of the opportunities created by the external environment, the opportunities created by the internal environment, the creation of a set of alternative marketing strategies, the selection of the optimal competitive marketing strategy and its formulation according to the components of the strategy. Implementation of the marketing strategy, which involves systematic control of the implementation, assessment of the implementation process, decision to adjust the marketing strategy.

Distinctive features of this model are [460]:

selection of the initial stage "study of general parameters of the market", which determines the features of the assessment of the internal and external environment of the enterprise;

determining the factors to be analyzed in the process of studying the marketing environment of the enterprise, in a structured form and improving the approach to the analysis of the external environment (using the assessment of the impact of the microenvironment on the enterprise as a projection of the impact of the macroenvironment);

addition of a new block "implementation of marketing strategy", which allows you to control and timely adjust the execution of strategic decisions.

The main marketing trends today are their growing role in all spheres of human activity, significant influence on the behavior and consciousness of consumers. These trends require enterprises to constantly improve their own marketing strategies and technologies, to adapt them to the dynamic conditions of the market environment. Increasing competition, saturation of markets with products, increasing demands and requests of consumers as a result of improving their awareness require enterprises to respond quickly to market changes. Market changes are caused by the following trends

[462]: concentration in the field of distribution of mass consumption goods; - shortening the life cycle of the product; an increase in the number of goods in one category; - increasing the number of product brands; development of information technologies; - an increase in patents and trademarks; saturation and fragmentation of advertising distribution channels; hyperfragmentation of markets. At the same time, the current stage of development of market relations requires the orientation of the marketing strategy of enterprises to meet the needs of consumers.

The implementation of the marketing strategy occurs through operational actions and functional strategic behavior of the enterprise, determining its market orientation.

The type of industry directly affects the choice of marketing strategy by industrial enterprises. Subjects working in the field of agriculture prefer classical strategies, while the service sector, the field of information technologies and high-tech production are mainly oriented towards the use of modern competitive marketing strategies taking into account the following circumstances:

- in these areas, new products can appear much faster, and existing products can be moved to new markets much faster (the concept of quantum economic analysis);
- in these industries, it is easier to enter new sales markets for the offered goods and services and expand the spectrum of potential consumers (the concept of balanced indicators);
- in these industries, market participants can form a market "according to their needs", selling on them goods that are produced only by them (the concept of "blue oceans") [446].

After conducting a detailed analysis of the theoretical and methodological aspects of the classification of competitive marketing strategies, it can be concluded that the most relevant classification features for the formation of enterprise strategies are [444-450]:

the term of strategy development and implementation, the position of the company on the market, the state of market demand, the general economic condition of the company, the ratio of the relative market share of the company and the growth rate of the sales market (according to the matrix of the Boston consulting group), the

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construction and selection of a marketing strategy, the formation of a marketing budget, the construction of theoretical plans , implementation of marketing plans and control of the implementation of the product price distribution promotion strategy (Table 5).

Table 5.

Classification features of the formation of competitive marketing strategies of
the enterprise

Signs of classification	Types of marketing strategies
Term of strategy development and implementation	Short-term, medium-term and long-term strategies
The company's position on the market	The strategy of a leader, a candidate for leadership, a follower, a strategy for residents of niches and for weak businesses
State of market demand	Strategy of stimulating marketing, synchromarketing , supporting marketing, remarketing and demarketing
General economic condition of the enterprise	Strategy of survival, stabilization and growth
The method of choosing the target market	The strategy of product specialization, segment specialization, selective (selective) specialization, single-segment concentration and the strategy of full market coverage
The ratio of the relative market share of the enterprise and the growth rate of the sales market	Development, maintenance, harvesting and elimination strategy

The main approaches to the formation and implementation of modern marketing strategies are:

1. Avoidance of competition with other market participants producing similar goods. According to scientists, the company, striving to compete in such conditions, makes a strategic mistake, because in order to be the best in the market, it is necessary to create a unique product that is not similar to the product of competitors [462]. Therefore, it can be argued that the main condition for entering new markets is innovation and uniqueness compared to other products. Novelties in these cases must have their own uniqueness, which will distinguish them from other offered models, samples and products.

2. Focus on the tastes and preferences of specific consumers. In this case, the focus should be on consumers of specific goods or services, and not on profit, competitors, and the market [460].

3. A comprehensive approach to the development of a marketing strategy that ensures its success. This involves a complex combination of the company's financial, material and intellectual resources, their marketing and management achievements, implementation of all developments, patents, inventions and developments, which in the end should ensure success.

4. Involvement of the maximum number of employees in the formation of the company's strategy, which makes it possible to find new solutions and innovative ways of entering new markets. Thus, the main goal is achieved and the interest of employees in improving the results of its operation increases.

5. Increasing the intellectual level of the strategy development process. The basis of these procedures should be the company's own innovations, which should be the result of the creative approach of employees, and not templates implemented based on the use of ready-made marketing models. This will make it possible to make the company's products unlike competitors' products, which, in turn, will make it possible to make its products unique on the market [454].

6. Offering consumers products differentiated by their positions and useful properties. This makes it possible to increase the effectiveness of the implemented strategies, because according to researchers, there is a "shredding" of the links of the production process, each of which has certain features that distinguish them from others [455].

7. Increasing the role of information networks, in particular the Internet, and adaptation of enterprises to these trends. Today, the world is witnessing a rapid development of various forms of communications, which is a direct indication that networks are strengthening their role in economic processes. Therefore, marketing strategies, applying the properties and features of networks in the process of enterprise development, turn into an innovative process that ensures an increase in the profitability of market participants [454].

The following are the main problems faced by industrial enterprises on the way to implementing modern marketing strategies.

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1. Limitation of sales markets to the circle of consumers who understand the specifics of a specific product. In particular, in this case, it is necessary to note the market of information technologies, where it is necessary to develop strategic marketing approaches to win over new consumers with extreme caution.

2. A short period of time for bringing new products to the market, due to the short life cycle of products and the constant need to periodically update products and adapt their needs to the tastes and preferences of consumers and modern requirements.

3. The fragmentation of modern markets, which leads to the "blurring" of marketing strategies and makes it difficult to choose the most optimal one for entering new markets.

4. The impossibility of accurately forecasting the demand of potential users in the conditions of the dynamic development of society, which is developing at a fast pace.

Thus, taking into account the dynamic development of society, the peculiarities of the application of modern competitive marketing strategies and the problems associated with their implementation, the following measures can be proposed that should improve the process of implementing the chosen marketing strategy by the enterprise [447]:

1. An enterprise that is focused on entering foreign markets and winning over consumers outside its country should take into account its own interests and priorities and then take this into account when developing an appropriate marketing strategy.

2. Within the limits of its policy, the enterprise must be able to clearly outline the boundaries and role of the operation of the chosen marketing strategy, ensure its effective control and coordination, and prompt response to market conditions.

3. Within the enterprise, it is necessary to establish a coordinated and productive interaction between the relevant departments in order to quickly coordinate their technological developments in accordance with the needs of consumers, their ability to pay and willingness to pay the cost justified for the producer of goods.

4. In the process of implementing the marketing strategies chosen by the company, it is necessary to be able to identify the factors on the basis of which new

technologies are implemented in the short-, medium- and long-term perspective, which increases the company's chances of success on the market.

In the conditions of modern marketing, the prospects for its further development are [447, 454]: " overmarketing " - concentration of efforts on the creation of a complex offer, which contributes to solving several consumer problems at the same time, and not just satisfying one need; " multi-marketing " - multi-channel merchandise movement; " turbomarketing " - reduction of time for the creation of a new product, for the appropriate reaction of the enterprise to the identified demand.

The main ones factors in formation demand on products enterprises is: prices on offered ware and equipment, consumer advantages [461].

The analysis of the activities of industrial machine-building enterprises of the Kharkiv region in the pre-war period made it possible to draw the following main conclusions. For the whole own activity enterprises and also departments marketing, take into account consumer preferences and, accordingly, improve products and equipment.

In present time, moving on meeting wishes their own consumers, enterprises start selling equipment on credit for a period of one to two years

Important moment in stimulation sales products is warranty and service service equipment. For 12 months enterprisesperform warranty maintenance of equipment, and service maintenance -for everything term exploitation

One with directions work departments marketing is pricing on goods markets . Prices provide enterprises to receive the planned profit, competitiveness of products, demand on her By proposed prices are implemented final commercial goals of the investigated enterprises, determining the effectiveness of all linksproduction and sales structures.

Purposeful price policy consists of in ago, what enterprises produce products under order, ago cost is defined individually for everyone product

Enterprises quickly react to reduction demand on some species products, simultaneously raising the price on equipment, what uses by demand Policy behavior

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studied enterprises the other is a reduction in the price of its products, given the price of the equipment competitor enterprises and inflationary processes.

Finally, in importing countries, enterprises sell their products in conditions enough high competition and here necessary use strategy penetration (or strategy low prices), what enterprises and are trying embody on practice.

Such way enterprises use the following methods sales. Direct or immediate. This method is that businesses enter in direct relations with consumers and not attract to the provision of independent services mediators.

Indirect - to organize the sale of their goods, enterprises engage the services of independent mediators

The direct sales method, according to the marketers of the studied enterprises, has your features and advantages, because gives possibility save full CONTROL by driving trading operations But, consider, what it the most effective method, as it helps to save funds for payment services of intermediaries and involves direct contact with consumers, no it is possible [460].

Basically, industrial enterprises organize their own system channels goods traffic in such way: channel zero equal "manufacturer - consumer" and single level channel "producer - agent - consumer".

Enterprises have full production and technical capabilities satisfy any need customers of Ukraine and others countries as in new ones, yes and in needy modernization and replacement active turbine that made their own resource But absence financial means in the majority potential customers not allows them conclude agreement with competitive enterprises.

In Ukraine marketing products carried out by industrial enterprises as direct sale by concluded agreements and contracts, as well as through intermediaries, dealers and others forms Industrial enterprises constantly conducts big volume of marketing research and takes the most active part in the conquest segments (countries world) markets sales products, that is manufactured In order to increase competitiveness, industrial machine-building enterprises, in addition to improving the technical

characteristics of the equipment, devote a large amount of time attention satisfaction requirements customers by the following directions:

- reparability;
- diagnostics;
- service service after sales;
- terms and completeness supply equipment and others

The ever-changing demands of the world market require a constant implementation the most recent achievements science and technology in developers and production of products. For that in order to to establish on modern market, the investigated enterprises necessary concentrate on needs consumers and consider them as the highest values. In most markets, it is already quite stable, but competition is increasing over time increases, and the cost of attracting new customers increases. In addition, themselves consumers are becoming increasingly independent and demanding. To stay competitive, modern business should enough have information about their customers, develop new business models, offer unconventional solutions [454].

No matter how developed the enterprise is, there will still be aspects that require improvement. First of all, it should be noted that any measures to increase market share begin with the improvement of a competitive marketing strategy. It includes a set of measures to conquer, acquire and expand the market. A business relationship or marketing relationship should be concluded only when they contribute to a sustainable competitive advantage. Exactly development partnership relations on stage transformation business partnerships enterprises in strategic alliances marks integrative transition from marketing relationship to integrated marketing [444].

When using relationship marketing, companies are no longer alone on himself from a competitor IN struggle by the buyer is included together with in the workshop system market interaction, ago trace single out the main ones elements marketing relations, namely:

- creating a real advantage of the offer for partners;
- formulation benefits for partners from interactions;

finding the right (profitable ones that have similar goals, views and etc.) partners;
increase loyalty partners [445].

the purpose marketing relationship is creation effective marketing systems
interaction, i.e transfer communications with consumer per level personal relationship

The expediency of building long-term relationships between enterprises and
buyer, and exactly realization client-oriented strategies in within the framework
marketing relations can be explained such advantages like :

increasing the number of repeat purchases; reduction of customer losses due to
dissatisfaction; involvement new ones buyers;

increase productivity;

acceleration conclusion new ones products and decrease risks

So, as a modern paradigm of the theory and philosophy of marketing, marketing
interaction emphasizes attention on created effective intersubjective communications,
which contribute solution any economic tasks, including from tasks management
intercompany communications

After all, in accordance to modern concepts co-competition in conditions
globalization of the free market in its classical sense, wherever it takes place
transactions on an alternative basis, is becoming less and less. Instead of him are
coming markets from dominance on them corporations, which enough often go beyond
the boundaries of one field. Under these conditions, the market participants are less
powerful have to unite – otherwise they not will be able to resist the pressure of
transnational corporations [446].

Awareness necessity such association translates market interaction in a different
context, this becomes the first stage of impression marketing, which significantly
changes the relationship between producers products and her consumers In accordance,
it changes essence and principles marketing activities, affects on content marketing
communications, causes the need to review the structure of marketing activities,
developstool kit work with consumers in sphere creation and perception values,
because it takes into account both rational and emotional advantages.

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As you know, any relationships and impressions are impossible without communication. Communication plays back important role in involvement and maintenance customers Apart from that advantages understanding and application theories communication and strategies marketing are pronounced. For example, relationship and trust obligations develop, When enterprises transfer valuable information, which refers to the efficiency of any of the partner's activity structures. Important also is that, what interaction helps development cooperation, and also solutioncommon problems Others methods communication, example electronic mail, telephone and fax, shared electronic databases, etc., are important and valuable ways exchange information But communication face to face raises understanding and helps in generation received results It is possible to summarize the factors of relationship marketing and impression marketing. We believe A successful marketing relationship is one in which all parties are looking win-win decisions with a long-term and trusting perspective, where are encouraged innovations and open solving problems But, despite the many advantages of creating marketing relationships and forming impressions , there are factors which directly affect their quality and durability , the main ones presented in table 6.

In modern economic conditions, the search for new ways is of particular importance for enterprises, including on the basis of a detailed analysis of modern currents and concepts of the formation of innovative development strategies of the studied enterprises, research and description of the processes of introducing innovations and methods of their generation within enterprises.

In order to improve the formation of a development strategy, the paper proposes a model of strategic management based on formation of competitive advantages and research of the elements of the basis of the formation of a competitive strategy. The proposed model allows you to take into account as many factors as possible that affect the process of strategy development and implementation, to reduce risks.

Table 6.

Factors impact on marketing relationships and impressions

Factors that contribute to the formation of relationships and positive impressions	Factors that oppose the formation of relationships and positive impressions
Taking into account the active unsatisfied needs of the management and the enterprises themselves, handling with new ones customers, as from old partners	Ignoring the active needs of consumers
Offering bigger quantity services, than the client wishes	Expectation solution problems
Development communication spheres	Reluctance perceive position partner, act on own discretion
Responsibility by allowed errors	Concentration on own benefits
Creation trusting relations	Absence community in actions
Foresight possible gaps	Reluctance recognize errors
Creation of common goals and desired result	Many unfulfilled promises

The basis of the proposed model is a thorough analysis of the activities of the studied enterprises, namely their attractiveness, strategic analysis. It is mandatory to take into account the factors of the external environment, the influence of which on the activity of the investigated enterprises is variable and unstable. The selection and evaluation of development indicators of the enterprises under study is of great importance. Their forecasting will make it possible to reasonably approach the choice of the development strategy of the enterprises under study.

At the planning stage of strategy implementation, it is necessary to carry out an analysis of active unsatisfied needs of consumers and partners, strategy planning using strategic maps, development of business programs for the activities of the studied enterprises and operational planning for the purpose of interrelationship of the development strategy of the studied enterprises and its production activities.

A rather difficult stage of strategy implementation is the management of strategic changes at the enterprise, namely: the introduction of quantitative and qualitative changes, overcoming resistance to changes, choosing the form of their implementation and the method of managing them in accordance with the development strategy.

So, as a modern paradigm of the theory and philosophy of marketing, marketing of impressions and interaction emphasizes the creation of effective inter-subject

communications that contribute to the solution of any economic tasks, including the tasks of managing inter-firm communications. After all, according to modern concepts of competition [455], in the conditions of globalization of the free market in its classical sense, where transactions would take place on an alternative basis, it becomes less and less. It is being replaced by markets dominated by corporations that quite often go beyond the boundaries of one industry. Under these conditions, less powerful market participants must unite - otherwise they will not be able to resist the pressure of multinational companies. Awareness of the need for such unification translates market interaction into a different context, which significantly changes the relationship between producers of products and their consumers. Accordingly, this changes the essence and principles of marketing activity, affects the content of marketing communications, necessitates the revision of the structure of marketing activities, develops the toolkit for working with consumers in the field of value creation and perception.

Impression marketing is a complex activity of the studied enterprises, aimed at establishing and developing long-term relations with various subjects of market relations. The purpose of such activities is to create common value and benefit all participants in the process. Such relations provide an increase in the efficiency of the functioning of the studied enterprises due to a number of benefits and directly affect its development, as well as contribute to the realization of certain long-term and short-term goals. At the same time, it is not advisable for all enterprises to focus on dynamic network interaction, which in the information economy is becoming increasingly widespread in all types of economic activity. For example, for mechanical engineering, in our opinion, stable networks can be a much more promising form of cooperation in the field of consumer value creation. After all, the activity of those machine-building enterprises that work in the market of manufacturers, in many cases, is distinguished by significant stability of partnership relations. Relationships with important customers, as well as with suppliers, are characterized by relative duration (on average 10-15 years). For such forms of partnership cooperation, relationship marketing becomes important.

Impression marketing is the construction of long-term mutually beneficial relationships with key partners with whom the company interacts in the market: consumers, suppliers, distributors with the aim of establishing long-term privileged relationships. Impression marketing should be based on agreements that are constantly made between parties over a long period of time. The main priority of impression marketing is the preservation and increase of clientele, which is achieved by the mutual benefit of long-term agreements. The main thing in this definition is the mutual benefit of deals, which makes it possible to continue them, maintaining relations between partners for a long time.

Analysis of the possibilities of the marketing concept allows us to conclude that it contributes to the formation of the competence of enterprises in the implementation of strategies for entering foreign markets due to the increase in the level of validity of decisions regarding the formation and implementation of their innovative and market potential. In the scientific literature, such principles of relationship marketing as the previous concept of impression marketing are distinguished, which can be suitable in the modern economy and management.

Orientation on long-term interaction and, as a result, on the preservation of consumers, and not on the attraction of new ones.

An economically justified approach to customer retention, which involves the retention of those customers (or segments) that bring the greatest profit.

The use of an extended marketing complex, since the "4P" complex is not enough to form a long-term relationship with the consumer [457].

Thanks to impression marketing, purposeful innovative development of partners is possible - especially in the technological context (both in terms of the development of technologies for creating consumer values, and in terms of technologies for their effective positioning on the market). After all, an active exchange of information provides much better conditions between partners for identifying their strengths and weaknesses and determining their impact on joint activities. And this should be reflected in the decisions regarding the development of the innovative potential of each partner interaction participant - depending on what kind of strategies are chosen by its

management to ensure positive dynamics in a specific market context [452].

It seems legitimate to suggest that the innovative potential of any researched enterprise should be considered from the standpoint of both a strategic and an operational tactical nature [454].

We note that impression marketing should also be aimed at researching the market structure in order to identify free segments and additional product sales opportunities. In this case, an integrated model of the enterprise's market activity is necessary. Among the main tasks of realizing the market potential of the studied enterprises in the marketing of impressions is the satisfaction of the specifics of consumer demand and overcoming market competition.

At the same time, the main result of the market potential of the studied enterprises is the identification of target segments, as well as providing them with appropriate marketing complexes and product sales strategies. Thus, segmentation in the realization of market potential plays a dual role: on the one hand, it acts as a strategy for the purpose of concentrating resources and their effective use, on the other hand, it forms an algorithm for improving the analysis and information transparency of the market.

For the purpose of segmentation, the market is divided into four main groups of subjects of interaction of the studied enterprises [460]:

suppliers, as a source of ensuring the economic activity of the studied enterprises;

consumers, as the basis of unsatisfied market demand;

counterparties, from the partner position of promoting goods to the market;

competitors, as alternative options for meeting demand on the market.

In the conditions of the business network, the realization of the market potential of enterprises is carried out by reformatting a part of the external market into an internal network based on the application of competition tools, unique organization and synergistic opportunities.

However, it is important to cooperate not with market outsiders, who cannot add anything new to the existing capabilities of the enterprises under study, but with

leaders, especially technological ones, using their advantages and avoiding disadvantages. These can also be foreign partners who already have quite strong positions in the markets of their countries, but are looking for opportunities to optimize business at the expense of the resource capabilities of other enterprises [463].

It is extremely important in the process of discussing partnership interaction to highlight those components of the partner's activities that expand the market opportunities of the enterprises under study, strengthen their ability to establish themselves on the market, thereby improving the structure of innovative potential in this model of cooperation. That is, in the context of entering the partner network, it is necessary to correctly place the emphasis - what the company can gain from such interaction and how beneficial it is in strategic terms. It is one thing if the management of the investigated enterprises does not see opportunities in the future to work independently, since it cannot acquire the necessary competencies to enter a new market. And it is a completely different matter - if this partnership can ensure the acquisition of work experience in a new market, will make it possible to improve the innovative component of activity and, as a result, contribute to the development of those components of innovative potential that are key to winning the trust of consumers in this market [461].

To solve this task, it is necessary to use the capabilities of information technologies - and not only in terms of obtaining reliable and complete information about a potential partner, but also in order to form one's own positive image, which will allow strengthening the negotiating position when determining the conditions of possible cooperation. It is obvious that this requires appropriate information support, which should provide comprehensive information about the specifics of work in other markets. In the process of establishing a strategic partnership, it is necessary to preliminarily agree on a range of issues that require information transparency for all participants - in order to assess the profitability of such a partnership [462].

Sales policy is a set of interconnected elements of sales activities aimed at meeting the needs of consumers by optimally using the sales potential of the enterprises under study and ensuring sales efficiency on this basis [460].

Sales problems of the investigated enterprises must be solved during the development of the marketing policy. It is at this stage that a decision should be made regarding the choice of sales markets, sales methods and its stimulation. The development of the sales policy of the investigated enterprises involves the determination of priority directions, means and methods necessary for the activation of sales.

The development of the sales policy of the investigated enterprises should be based on the results of the analysis of the existing sales system. Moreover, it is advisable to carry out this analysis not only by quantitative indicators, but also by qualitative indicators: the level of service, customer satisfaction and loyalty, the effectiveness of communication policy, the correctness of the selection of market segments, the effectiveness of the work of sales personnel, etc. [459].

The choice of methods of interaction with buyers and their improvement is of particular importance in the formation of the sales policy of the enterprises under study. At the same time, it is necessary to determine the size and structure of costs for customer service, for the purchase of necessary equipment, personnel training, etc. [460].

The development of an effective competitive strategy is the key to the successful operation of the studied enterprises on the market.

The lack of a balanced strategy can lead to an unstable supply structure due to the influence of random or current factors, loss of control over the competitiveness and commercial effectiveness of products [457].

In such cases, current marketing decisions are often based solely on intuition, and not on a rational calculation that takes into account the long-term goals of the enterprises under study, as well as its overall strategy. On the contrary, a well-thought-out competitive strategy not only makes it possible to optimize the process of updating the offer, but also serves for the company's management as a kind of indicator of the direction of actions capable of correcting current decisions.

The organization of measures to evaluate competitive marketing strategies of the studied enterprises includes [456]: development of a system of goals in the field of

sales; selection of the target market; choice of sales methods; development of sales strategy; determining the place, time and method of entering the market; development of sales promotion measures and determination of the list of additional services.

A competitive marketing strategy is necessary for enterprises to take leading positions in the industry, master new directions, increase production volumes and conquer the world market - without a strategy, one cannot do.

Increasing competitiveness is an important point of marketing strategy. For this, it is necessary to define and reveal the competitive advantages of the firm.

The need to identify and preserve the competitive advantages of machine-building enterprises that want to work effectively in the long term is essential. It is competitive advantages that determine the opportunity to take a leading position in the market.

First, it is necessary to determine the most complete list of competitive advantages of the object of assessment (table 7).

To increase the effectiveness of the assessment, we suggest grouping them according to one of the following characteristics:

1. By source of origin:

internal competitive advantages;

external competitive advantages.

2. According to the term of validity:

strategic (long-term) competitive advantages;

current competitive advantages.

Table 7.

Types of competitive advantages

The source of the origin of competitive advantage	Type of competitive advantages	Competitive advantage	Validity period
1	2	3	4
Internal	Technology	Innovativeness	Long-term/strategic
		Energy intensity	Long-term/strategic
		Resource intensity	Long-term/strategic
		Cost	Medium-term/strategic
		Labor intensity	Long-term/strategic
	Personnel	Qualification	Medium-term/strategic
		Fluidity	Medium-term/strategic
		Age structure	Medium-term/strategic
		Loyalty of staff	Long-term/strategic
	Finances	Profitability	Medium-term/strategic
		Access to credit and investment resources	Long-term/strategic
		Financial stability, solvency	Medium-term/strategic
		Liquidity	Medium-term/strategic
		Quality of financial management	Long-term/strategic
	Marketing	Quality and level of marketing management	Long-term/strategic
		Availability of a marketing research system	Medium-term/strategic
		Sales system	Long-term/strategic
		Marketing communication policy	Medium-term/strategic
		Presence of brands, trademarks	Long-term/strategic
	Organization of management	Professionalism of managers	Long-term/strategic
		The level of interaction and integration of various functional divisions	Medium-term/strategic
		Availability of logistics	Medium-term/strategic
		Organizational culture	Medium-term/strategic
		Effectiveness of the planning system	Medium-term/strategic

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1	2	3	4
External	Consumers	Market share	Medium-term/strategic
		Differentiation of consumers	Long-term/strategic
		Availability of consumers	Medium-term/strategic
	Competitors	Market share	Medium-term/strategic
		Pricing policy	Medium-term/strategic
		Quality of goods	Long-term/strategic
		Representation of competitors in trade networks	Medium-term/strategic
		Marketing communication policy of competitors	Short-term/current
		Production potential of competitors	Long-term/strategic
		The possibility of lobbying interests	Long-term/strategic
		Reputation	Medium-term/strategic
		Availability of brands	Long-term/strategic
	Suppliers	Number of suppliers	Medium-term/strategic
		Supplier prices	Medium-term/strategic
		Terms of payment	Short-term/current
		Remoteness of suppliers	Medium-term/strategic
		Assortment of goods and services	Medium-term/strategic
		Quality of goods and services offered	Medium-term/strategic
	Intermediaries	Availability of a sufficient number of intermediaries	Medium-term/strategic
		Infrastructure of intermediaries	Medium-term/strategic
		Terms of cooperation	Medium-term/strategic
		Experience in the market	Medium-term/strategic
	Contact audiences	Accessibility	Medium-term/strategic
		Cost of one contact	Short-term/current
		Homogeneity of contact audiences	Long-term/strategic

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Within each of the selected groups, the main types of competitive advantages that will be analyzed should be determined: technical and technological; personnel; administrative; financial; marketing; benefits to consumers; actions in relation to competitors; supply advantages; advantages over intermediaries; advantages in contact audiences, etc. The development of the theory and practice of managing competitive advantages made it possible to choose among many alternative methods of assessing competitiveness [444, 458, 459]. Regardless of the object evaluation method, it is determined on the basis of an analysis of competitive advantages. There are different approaches to determining their list. So, it is proposed to estimate the market share controlled by the firm; indicators of innovative activity of the firm; indicators of the company's production activity; marketing activity; foreign economic relations; financial indicators [444], or to single out indicators that characterize economic parameters, the state and use of living labor, and normative parameters [462].

Within the specified types of competitive advantages, those specific to a specific enterprise are distinguished. Typical competitive advantages of the investigated machine-building enterprises are presented in the table 8.

Table 8.
Typical competitive advantages of companies under investigation

The source of the origin of competitive advantage	Type of competitive advantages	Competitive advantage
Internal	Technology	Innovativeness
		Cost
	Personnel	Qualification
		Loyalty of staff
	Finances	Profitability
		Financial stability, solvency
	Marketing	Quality and level of marketing management
		Marketing communication policy
External	Organization management of	The level of interaction and integration of various functional divisions
		Effectiveness of the planning system
	Consumers	Market share
		Differentiation of consumers
	Competitors	Pricing policy
		Production potential
	Suppliers	Supplier prices
		Assortment of goods and services
		Quality of goods and services
	Intermediaries	Terms of cooperation
		Infrastructure of intermediaries

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Evaluation of competitive advantages was carried out for the investigated enterprises using the method of expert evaluations. The main partners of the enterprises and independent scientific experts acted as experts. The Delphi method was used to calculate the importance of competitive advantages that affect the system's efficiency.

We will rank based on the received expert evaluations. The analysis of internal sources of competitive advantages is presented in table 9.

Table 9.

Analysis of internal competitive advantages by types using the Delphi method

Experts	Partial criteria										Σ
	f1	f2	f3	f4	f5	f6	f7	f8	f9	f10	
1	6	6	7	5	8	6	8	6	6	7	
2	6	7	8	7	6	7	7	6	8	9	
3	9	4	9	5	6	6	8	5	7	4	
4	8	5	8	4	6	9	6	9	5	7	
5	6	6	5	7	7	6	6	6	5	7	
Mi	5.19	4.14	5.54	4.13	4.83	5.06	5.18	4.74	5	5.04	
Ri	2	9	1	10	7	4	3	8	6	5	
λ	0.16	0.03	0.18	0.01	0.07	0.12	0.14	0.05	0.09	0.10	1

Similarly, the ranking of external types of competitive advantages of machine-building enterprises was carried out (table 10).

Table 10.

Analysis of external competitive advantages by types using the Delphi method

Experts	Partial criteria									Σ
	f1	f2	f3	f4	f5	f6	f7	f8	f9	
1	6	8	4	7	5	5	6	6	6	
2	4	7	5	6	4	3	7	5	4	
3	7	6	4	6	8	6	6	7	3	
4	5	6	2	4	2	7	5	4	5	
5	7	5	4	5	5	6	6	5	3	
Mi	4,728	5,459	3,265	4,759	3,971	4,349	5,094	4,518	3,564	
Ri	4	1	8	3	7	6	2	5	9	
λ	0.13	0.2	0.04	0.15	0.06	0.08	0.17	0.11	0.02	1

The results of the method of expert evaluations are presented in the table. 11.

Ranking of competitive advantages of the studied enterprises

Internal		External	
Rank	advantage	Rank	advantage
1	Personnel qualifications	1	Differentiation of consumers
2	Innovative technologies	2	Production potential of competitors
3	Quality of marketing management	3	Quality of goods and services
4	Financial stability, solvency	4	Consumer market share
5	Effectiveness of the planning system	5	Terms of cooperation with intermediaries
6	Interaction and integration of different divisions	6	Assortment of goods and services
7	Profitability	7	Supplier prices
8	Marketing communication policy	8	Pricing policy of competitors
9	Cost	9	Infrastructure of intermediaries
10	Loyalty of staff		

According to the results of calculations, it is possible to rank internal competitive advantages according to their importance. The experts noted the qualification of personnel as an important factor, which is an important link for the quality performance of employees' duties, as well as the innovativeness of technologies that significantly improve conditions or the product itself. The next competitive advantage is the quality and level of marketing management of the enterprise, which establishes a connection with the consumer of importance. Next, financial stability, solvency, i.e. profitable activity of the enterprises under study. The fifth indicator is the efficiency of the planning system for the successful organization of the work of the investigated enterprises. The next level of interaction and integration of various functional divisions, next in rank is profitability, marketing communication policy, cost and staff loyalty.

To check the consistency of experts' opinions on internal competitive advantages, we will calculate the concordance coefficient. The general formula for calculating the concordance ratio:

$$w = \frac{12 \sum \Delta^2}{n^2 (m^3 - m)} \quad (1)$$

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where n is the number of experts;

m is the number of possible assessment options;

Δ is the deviation from the average sum of ranks.

The average sum of ranks $(\bar{\sum p})$ is calculated according to the following formula:

$$(\bar{\sum p}) = n \times (m + 1) / 2 \quad (2)$$

The average sum of ranks:

$$\sum p = 5 \times \frac{10+1}{2} = 27,5$$

The results of the calculations are entered in the table. 12.

Table 12.

Determination of the average sum of ranks and squared deviations of the sum
of ranks from the average sum

Experts	Factors										Σ
	1	2	3	4	5	6	7	8	9	10	
1	1	3	3	3	6	5	8.5	8.5	10	7	
2	1.5	1.5	4	6	3	8	7	7	9.5	9.5	
3	2	3	1	4	6	5	7	8	9	10	
4	3	1	2	4	5	6.5	6.5	8	10	9	
5	5.5	3	8.5	3.5	5	8.5	5	8.5	4	2	
r.j	13	11.5	18.5	20.5	25	33	34	40	42.5	37.5	275
d	-14.55	-16	-9.05	-7.05	-2.5	5.45	6.45	12.4	14.9	9.95	27.5
d ²	211.7	257	81.9	49.7	6.5	29.7	41.6	155	223	99	1156

Concordance factor:

$$W_k = \frac{12 \times 1156,2}{5^2 \times (10^3 - 10)} = 0,56$$

coefficient varies in the range $0 < W < 1$, where 0 is complete inconsistency, 1 is complete unanimity.

Therefore, after calculating the concordance coefficients for different coefficients, it can be concluded that the agreement of experts' opinions is satisfactory, and therefore, the results of the expert study are correct.

According to the results of calculations of external competitive advantages, the experts paid the main attention to indicators such as the differentiation of consumers, the quality of goods and services offered, and the production potential of competitors. Next, the market share of consumers, conditions of cooperation with intermediaries. The assortment of goods and services, the prices of suppliers and the price policy of competitors took an important place. With regard to the infrastructure of intermediaries, it has the lowest rank in terms of importance.

Among the types of competitive advantages, the innovativeness of technologies is highlighted, the leading role of stimulating the development of the studied enterprises and the qualification of personnel are highlighted .

The harmonious evolutionary development of heavy engineering is hindered by a number of problems, the main of which are the problem of equipment obsolescence and the environmental problem. The state's regional policy on heavy engineering is aimed at overcoming these problems and developing a strategy for the further development of the industry.

In order to remain competitive on the world market, it is necessary to constantly develop. Of course, first of all, it is necessary to improve the quality of manufactured products, to introduce new technologies. How difficult it is to keep up with the times and be in demand in an incredibly competitive global environment.

The enterprise has production potential and a scientific and experimental base, which in terms of equipment is one of the best in Europe, which allows to manufacture turbines at a competitive level.

Designers of enterprises constantly used the latest technologies, their inventions qualitatively exceeded foreign analogues, which required innovative equipment. by introducing new technologies, developing and launching new products, improving the quality of service.

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Therefore, it is possible to draw conclusions about the need to develop the latest technologies to improve the consumer properties of products, which will ensure their high quality, and also allow to rationally form the expansion of exports.

From a practical point of view, we offer the following recommendations for solving current problems:

Provide marketing services with regular access to reporting and planning information on the costs of commodity products, as well as to the plan of cash payments and receipts.

To organize groups from among the competent employees available at enterprises, which could become the basis for departments, centrally dealing with the problem of effective use of temporarily free funds, including for production purposes, to ensure financing of the development and production of new products.

To include in the list of functions of marketing services the organization and ensuring the comparative efficiency of purchases of the necessary equipment, raw materials and materials.

To teach all employees of marketing services the basics of the strategy of the companies under study in the short and long term.

For the purpose of intensifying business and economic research, by order, marketing services must be obliged to concentrate the information available and received by the enterprise. To oblige other departments of the investigated enterprises to contribute to the marketing services in achieving this goal.

Develop a system of regular reporting of marketing services.

Develop a system of rewarding employees of marketing services who come up with proposals for optimizing marketing activities at the enterprise

Therefore, for the development of the studied machine-building enterprises, it is necessary to pay attention to such competitive advantages as: profitability, innovative technologies and qualified personnel.

The following conclusions can be drawn on the basis of the conducted research. The theoretical foundations of the formation of the competitive marketing strategy of the studied enterprises are summarized. The existing points of view on the definition

of the essence of the concept of "competitive marketing strategy" are given, which allowed us to conclude that a competitive marketing strategy is a long-term oriented model of marketing activity, which contains a set of marketing tools that are constantly adjusted under the influence of changes in the external and internal environments, make it possible achieve the set marketing goals and contribute to the formation of competitive advantages based on taking into account the active unsatisfied needs of consumers and partners and the capabilities and unique achievements and features of the enterprise that can cause positive impressions from cooperation with the enterprise.

The existence of many different approaches to the interpretation of the definition of "marketing strategy" among both foreign and domestic authors is presented, including philosophical, programmatic, organizational, target, resource and structural.

For effective enterprise management, the process of developing a competitive marketing strategy was considered.

After analyzing the theoretical and methodological aspects of the classification of competitive marketing strategies, it was found that the most relevant classification features are: the term of strategy development and implementation, the position of the studied enterprises on the market, the state of market demand, the general economic condition of the studied enterprises, the ratio of the relative market share of the studied enterprises and the rate of market growth sales

The analysis of competitive marketing strategies of the investigated industrial enterprises using the example of machine-building companies revealed that the basis of a competitive marketing strategy is the improvement of long-term relationships. Relationship marketing and impression marketing as its derivative are aimed at increasing profitability based on the use of relationships, taking into account the active unsatisfied needs of consumers and partners. Proposals for strategic management of the development of the studied machine-building enterprises are presented, which will allow to develop and implement a strategy with minimal risks. Typical competitive advantages of machine-building enterprises are highlighted. Based on this, the Delphi method of expert evaluations was applied, with the help of which the existing competitive advantages were ranked according to their importance. Measures are

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proposed for the development of the studied enterprises in the conditions of the economy of impressions on the basis of such an identified competitive advantage as " technological innovation ". Its implementation will enable industrial enterprises to ensure profit maximization and occupy a significant place in the machine-building market.