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## **FORMATION OF A STRATEGY TO ENSURE THE COMPETITIVENESS OF THE ENTERPRISE**

**Annotation.** It is noted that the support of competitive strategies of the enterprise involves the use of a set of measures to strengthen and develop competitive advantages at the appropriate stages of their life cycle. At the heart of increasing the competitiveness of the enterprise is an effective, flexible and sound pricing policy, innovation, technical and technological modernization and renewal of fixed assets, effective enterprise management, development of corporate social responsibility, ensuring stability in crisis conditions.

**Keywords:** strategy, competitive strategy, enterprise, provision, competitiveness

The main factors of the competitiveness of the services of the air transport enterprise can be divided into two groups: factors that are subject to be controlled by the transport enterprise, and factors that are not controlled. The factors that depend on the company include the strategy of the transport company, general costs, quality of transport services, technology of transportation and loading and unloading, and training of workers. The second group (factors that are not controlled by the transport company) should include state, market, natural (ecology). The factors controlled by the state include: the system of taxation, legal framework of the transport industry, education and training of transport industry specialists. The factors controlled by the market include: the cost of logistics and demand for transport services.

Thus, building an effective management system is a guarantee of increasing the level of consumer satisfaction with transport services.

The growth of competitiveness of enterprise services depends, on the one hand, on the management decisions at the level of enterprises themselves, on the other - on the state and regional policy in the field of creating the appropriate economic and legal environment and state support of business entities to increase their competitiveness.

Improving the competitiveness of the enterprise should be considered as a long-term consistent process of finding and implementing the management decisions in all areas of its activities, which is carried out systematically in accordance with the chosen strategy of long-term development taking into account changes in the external environment. Considering this process in the context of the enterprise development strategy, it is necessary to solve certain problems of methodological nature.

The most important of them, as evidenced by the theory and practice of solving the problem to increase the competitiveness of the enterprise, include the following tasks: determining the criteria of competitiveness and the formation of a system of indicators of its measurement; development of methods for assessing the level of competitiveness; development of methods of formation of algorithms (programs) of increase of competitiveness.

Considering the tools to increase competitiveness, it is necessary to focus on the principles that underlie this process and meet the new conditions that are formed and in which the transport enterprise operates: the formation of new strategic thinking; understanding the time factor as a priority in competition; innovative orientation areas of competition; taking into account trends in the economy and the intellectualization of society; introduction of the basics of socially-oriented management; transformation of the model of interaction with service consumers, partners and competitors, etc.

The basis for increasing the competitiveness of the air transport company can be: effective, flexible and sound pricing policy; innovation activity; a set of measures to save costs and reduce the cost of transportation; technical and technological modernization and renewal of fixed assets of the transport enterprise; effective enterprise management; quality improvement of service; development of the system of corporate social responsibility; ensuring resilience in crisis conditions; joint actions with other subjects of the transport market on improvement of transportation technologies.

Maintaining a high level of competitiveness means that all the resources of an enterprise are used so productively that it is more profitable than its market competitors. This means that the company has a sustainable place in the market of goods and services, and its products or services are in constant demand.

In order to meet consumer demand better than competitors, businesses, in turn, must: improve the quality of products and services, use upgraded equipment, reduce production cycle and costs, improve their organizational systems to respond to changing consumer tastes as fast as possible.

The main task of the operation of transport enterprises is to meet the needs of consumers in the relevant types of transportation in sufficient quantities at convenient time at favorable rates for both the customer and the transport company. To address these issues, the activities of the transport company must be based on the concept of marketing. This will increase the level of competitiveness of its services.

Support of competitive strategies of the enterprise involves the use of a set of measures to strengthen and develop competitive advantages at the appropriate stages of their life cycle. The essence of the effectiveness of competitive strategy

is to achieve a certain result from the implementation (use) of competitive advantage per unit of costs associated with its implementation.

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