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Managing of competitiveness of a domestic enterprise in the context of European integration

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Анотація: В умовах сучасних викликів, зокрема повномасштабної війни, економічної нестабільності та конкуренції з міжнародними компаніями, українські підприємства змушені шукати шляхи підвищення конкурентоспроможності. Досвід компанії SoftServe демонструє ефективні стратегії адаптації через європейську інтеграцію, впровадження інновацій, ринкову диверсифікацію та розвиток корпоративної культури, що сприяє стійкому зростанню на міжнародній арені.

Ключові слова: управління конкурентоспроможністю, повномасштабне вторгнення, іноземні партнери, ІТ-технології, SoftServe, макроекономічні фактори, економіка, сертифікація, благодійність, інновації, інвестори, євроінтеграція.

In recent years, the Ukrainian economy and domestic enterprises have been significantly affected by macroeconomic factors such as the full-scale invasion, COVID-19, inflation, and a high level of unemployment. As a result, a critical question has arisen: “How to stay afloat?” and compete with other companies, including foreign ones. Unlike Ukrainian businesses, foreign enterprises have not faced such challenges and have had the opportunity to develop fully and implement their strategies in reality. Given these factors, which have undoubtedly had a significant impact on the future of Ukrainian enterprises, top managers have decided to focus on managing competitiveness in the context of European integration. Competitiveness refers to a company's ability to outperform rivals in a given market environment while providing the best value to consumers. In a globalized world, competition is becoming increasingly intense. Studying competitiveness helps analyze both domestic and international markets, identifying opportunities for expansion and development on a global scale. Understanding competitiveness allows businesses to uncover opportunities for innovation and the development of new products or services, making them more attractive in the marketplace.

A striking example of successful competitiveness management in the context of European integration, despite the ongoing war in Ukraine, is the IT company SoftServe. SoftServe is a leading IT company specializing in consulting and providing digital technology services. The company ensures innovation, quality, and speed that meet the expectations of clients and their users. The company has successfully adapted to new realities by focusing on expanding its international

presence, attracting new partners, and implementing high-quality standards. SoftServe is actively integrating its services into the European market, complying with certification requirements such as ISO, SOC, Bitsight Security, and Security Scoreboard. Enhanced cybersecurity measures, process automation, and cloud technology development help the company remain competitive and attractive to international clients. The company offers such services as [1]:

- Software Development
- Software Testing
- Solution Architecture
- Business Analysis
- Operational Support
- Product Management
- Technical Communication

Since the onset of the full-scale invasion, SoftServe has completely ceased operations in Russia, taking a firm stance against aggression. Instead, the company has been actively expanding partnerships with European and American firms, particularly in digital technologies, cloud solutions, and information security. SoftServe enjoys a strong reputation among international partners as a reliable technology provider that adheres to ethical standards and implements innovative solutions.

SoftServe distinguishes itself with a strong corporate culture based on values such as openness, responsibility, innovation, and social responsibility. The company actively supports charitable initiatives, including humanitarian projects aimed at assisting Ukrainians affected by the war. Moreover, SoftServe has dedicated departments focused on supporting the Ukrainian military and veterans, as well as fostering ethics, inclusivity, talent development, education, and environmental sustainability. These include the Open Tech crowdsourcing platform, the "Open Eyes" charity fund, and the Empower U initiative. SoftServe places a strong emphasis on creating a comfortable work environment for its employees, adapting work processes to the needs of Ukrainian specialists. Employee benefits include flexible schedules, remote work opportunities, psychological support programs, gym memberships, health insurance, Health Matters and Well-Being initiatives, and investments in employee development. These benefits align with European standards and contribute to increased productivity and job satisfaction [1].

Market diversification and international expansion play a crucial role in enhancing competitiveness. Entering the European market, establishing new partnerships, opening offices in EU countries, and integrating into international business networks strengthen companies' positions on a global scale. At the same time, innovation and digitalization are key success factors. The use of cutting-edge technologies such as generative AI, big data and analytics, cloud solutions, robotics, and investments in R&D (research and development) enable enterprises to create new products and services that meet modern market demands. Business process

automation enhances efficiency and reduces costs, helping companies maintain a competitive edge.

Business process optimization and strategic management are essential for maintaining competitiveness. The use of modern management methodologies such as LEAN, Agile, and SCRUM allows companies to improve efficiency, quickly adapt to market changes, and remain flexible in decision-making during times of instability. Financial stability and investment attraction are also critical factors. Diversifying funding sources, attracting international investors, optimizing tax structures in line with European regulations, and utilizing EU grant programs contribute to financial stability and enable the implementation of innovative projects.

Competitiveness is a key concept in the modern business environment, and its importance cannot be overstated. It is not only about maintaining market positions but also about gaining a competitive edge and influencing industry development. A company's ability to compete effectively creates a positive cycle: competitiveness attracts new customers, increases loyalty among existing ones, drives innovation, and fuels business growth. In today's fast-changing world, competitiveness is a fundamental element of strategic success and long-term sustainability. Managing competitiveness in the context of European integration is a complex process that involves adapting to international standards, fostering innovation, optimizing business processes, and effectively utilizing human capital. For successful integration into the European market, Ukrainian businesses must implement modern technologies, ensure compliance with EU regulations, and actively develop international partnerships. Following these principles not only enables companies to withstand competitive pressures but also positions them as influential players on the global stage.

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Annotation: Amid modern challenges, including full-scale war, economic instability, and competition with international companies, Ukrainian enterprises must find ways to enhance their competitiveness. The experience of **SoftServe** showcases effective adaptation strategies through European integration, innovation implementation, market diversification, and corporate culture development, ensuring sustainable growth on the global stage.

Keywords: management of competitiveness, full-scale invasion, foreign partners, IT technologies, SoftServe, macroeconomic factors, economy, certification, charity, innovation, investors, European integration.

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