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MARKETING SUPPORT OF COMPETITIVENESS MANAGEMENT OF AGRICULTURAL ENTERPRISES**Savina S.**

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DOI: [10.24412/3453-9875-2021-56-3-17-25](https://doi.org/10.24412/3453-9875-2021-56-3-17-25)**Abstract**

The purpose of the study provides a scientific and theoretical justification of the methodological provisions of marketing support for managing the competitiveness of enterprise products, identifying effective tools and justification of the main areas of improving the management of competitiveness of enterprise products based on marketing support.

Keywords: product competitiveness, competitiveness management, marketing support, marketing management, marketing tools, marketing strategy.

The current stage of development of the economy of Ukraine, as well as the peculiarities of the market activity of domestic enterprises determine the relevance of the marketing component in managing the competitiveness of their products. To implement an effective marketing strategy for the formation of product competitiveness, the company needs an appropriate level of management system capable of providing integration processes of all areas of its activities aimed at meeting the needs of the target market. In turn, achieving interaction and coherence of the implemented measures in each of the areas of activity should be based on system management. As a result, marketing support in the internal processes of the enterprise acts as a coordinating principle, which forms and activates the resources of the enterprise to achieve its marketing and management goals.

Methodological principles of formation and marketing management of competitiveness have been covered in the works of many well-known foreign economists: F. Kotler [8, 9], J. Lamben [13], K. McConnell [7], M. Porter [19-20], E. Chamberlin. [12] and others. Problems of formation of competitiveness and key factors of success as a basis of marketing management of strategic development enterprises are also covered in the works of famous Ukrainian economists: L.V. Balabanova [1,2], OM Kovinko [4,5,6], NV Kudenko [10,11], L.O. Lomovskykh [14], OM Nikolyyuk [17,18], IM Yashina [26,27] and others.

Some issues in the study of marketing management of the competitiveness of enterprise products are considered in their works: VV Lutsyak [16], RV Logosha [12], S.S. Savina [22,23], Yu.V. Stavskaya [25] and others.

However, in turn, it should be recognized that despite the increased attention of domestic and foreign researchers to the management of marketing activities of agricultural enterprises, the issue is not fully understood, there are a number of theoretical and practical issues related to the formation of marketing in the process of formation and implementation of the competitive strategy of the agricultural enterprise.

The formation of competitive advantages in a broad sense is transformed into the task of adapting the

management system to changes in the competitive environment, which allows you to quickly and accurately identify areas of competitiveness. In the absence of constant and purposeful work in this direction, the successes achieved by the company in the market are lost due to the targeted actions of competitors. Such circumstances determine the need to form an appropriate approach to marketing management in the process of forming competitive advantages, which will be the methodological support for effective marketing management of the competitiveness of enterprises. Methodological support for effective marketing management of the competitiveness of enterprises allows to improve the methods of its evaluation, taking into account the dynamic nature of its levels and indicators.

The competitiveness of products produced by the company directly depends on its ability to meet the needs of consumers and make a profit for it. Satisfying the demands of society in a profitable way is associated with the marketing activities of the business entity, which aims to determine the needs of target markets and more effectively than competitors to meet them [12]. Implementation of management decisions in the field of marketing involves the accumulation and processing of information about the market for further coordination of resources, production activities and sales in order to form a stable competitive position.

From the standpoint of the formation of competitive advantages, the marketing activities of the agricultural enterprise include the following mechanisms (Fig. 1):

- 1) support for the emergence and equipotency of the economic process by coordinating and subordinating the resource, production and marketing spheres and the formation of the competitiveness of the enterprise. In this way, there is a systemic interaction between the needs of consumers and the economic process of the agribusiness entity. Otherwise, there will be problems of mismatch between market demand and supply of the producer;

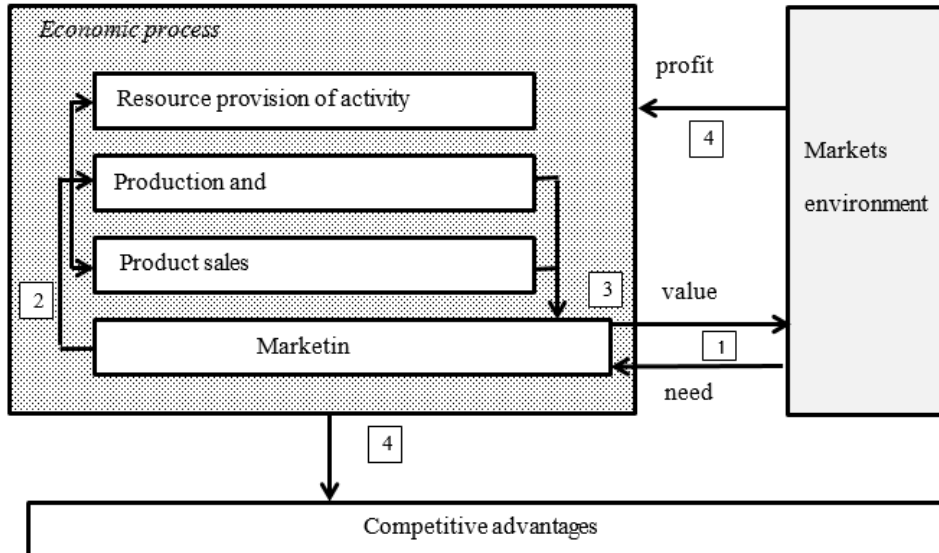
- 2) ensuring the relationship with the external environment by creating and maintaining a closed information circuit between the manufacturer and other market participants. As a result, the company's ability to

self-recover (maintaining its homeostatic) is maintained due to the ability to adapt to external challenges. If this does not happen, the company will not receive information about potential changes in the environment and will not be able to respond in a timely manner to external challenges;

3) ensuring the synergy of economic activity through the systematic integration of functions of all spheres of its activity. This allows the formation of the competitiveness of the enterprise, which is not inherent

in each area. Thus, the functions of the enterprise are subordinated within the resource supply, production and marketing to the needs of the market. As a result, competitive advantages are formed;

4) ensuring the purposefulness of economic activity by achieving the main goal of the enterprise: to meet the demand in a profitable and better than competitors, way through the use of marketing mechanisms for the formation and maintenance of competitive advantages.



Key points of marketing activity of the enterprise:

1. Ensuring communication with the market environment (maintaining homeostatic).
2. Ensuring the emergence and equipotentiality of the economic process.
3. System integration of functions of subsystems of economic process (ensuring synergy).
4. Ensuring the purposefulness of the economic process.

Fig.1. Marketing in the process of forming the competitive advantages of agricultural enterprises

The organization of economic activity is based on the key goal of marketing, which is formulated based on corporate strategy and strategic goal of the enterprise. Features of marketing activities of agricultural enterprises depend on the objectives, concept and strategic directions of marketing. The purpose of the agricultural producer is to make a profit by providing industrial enterprises with high-quality agricultural raw materials (Business-to-Business - B2B market) and / or the population with quality food products (Business-to-Customer market - B2C).

The main factors include the scale of production, market type (B2B or B2C), the amount of available investment resources. A small business entity can focus on making better products by selling them at a higher price. Because it is easiest for the company to ensure control over production technology, quality and safety of products.

The choice of the concept of marketing management is determined by the characteristics of the enterprise and its external environment (table 1)

Table 1.

Features of marketing management concepts in agricultural enterprises

Concept	Content concept	Effect	Features of application
Production management	Increased resource efficiency (in particular due to reduced quality)	Reduction of total costs due to the effect of scale	Not profitable for small businesses, require significant investment resources
Product management	Improving product quality	Additional profit due to a markup on quality, reducing the elasticity of demand for price	Profitable for small businesses. First of all, they concern ecologically clean, safe and / or organic products.
Sales intensification	Promotion of goods, ensuring its easy accessibility	Increasing sales due to an efficient sales network, elimination of geographical restrictions	Profitable for use in B2C markets with the involvement of distributors and its own sales network. Require significant production volumes.

Marketing management	Accumulation of knowledge about the needs of the consumer segment and their satisfaction in a better way than competitors	Increasing market share by manufacturing products with the characteristics needed by the consumer; taking into account the activity of buyers	Favorable for use in B2B markets. In the B2C markets are profitable for large efficient enterprises
Socio-ethical marketing	Use of traditional concepts taking into account the principles of balanced development	Advantages of other concepts; formation of social effect; environmental protection	They should complement the above concepts, regardless of the size of the enterprise and the markets in which it operates.

Marketing management concepts can be used by the researched enterprise in the B2B market. To reduce the cost of implementing this concept, it is advisable to use elements of "guerrilla marketing", which, along with the principles of traditional concepts with "consumer orientation" involves the use of low-budget and even free means of promotion [23]. The most accessible methods include car advertising (relevant for small manufacturers who can advertise for free on their own vehicles), tasting (including specialized fairs), websites and blogging (for example, promoting a healthy lifestyle in a blog with a simultaneous position enterprises as a producer of environmentally safe and useful products), e-mails, social networks (necessarily with a focus on bilateral contact with consumers), etc.

The implementation of the principles of the marketing concept takes place at the stage of market segmentation and substantiation of marketing mix tools. Concentrating on several segments, on the one hand, is an effective tool for reducing market risks by eliminating dependence on one group of consumers, but, on the other hand, requires significant investment. In B2B markets, it is more profitable (from the standpoint of both higher prices and lower logistics and transaction costs) to sell large batches of products, so companies should focus on a limited number of customers in one segment, focusing on deepening customer relationships.

Segmentation of agricultural markets is carried out depending on the geographical factor (external, domestic, regional markets), the direction of use of products (consumption by the population, sales to processors, catering establishments, intermediaries), the income of the population (especially in the case of production of final consumption products). then it must segment customers by quality parameters of processed products.

Marketing management involves determining the elements of the marketing complex for a particular en-

terprise. It is advisable to transform the traditional concept of 4P (from the point of view of the seller combines such tools as product, price, place and promotion) to 4C (from the consumer's point of view includes the following elements: consumer shortages and needs, consumer costs, convenience, communication, information exchange), which is consumer-oriented and includes such components as product, cost, communications, affordability. For processing enterprises, branded product designation is not used, while the qualitative properties of the product and delivery conditions (in particular, terms, volume of deliveries, frequency) are extremely important.

The price in the B2B markets depends on the size of the batch of agricultural raw materials and sales channels. If the company is not a major market participant, prices for its products are usually set by processing companies, intermediaries, traders, retailers. As a result, production and consumer prices for products sold by the investigated enterprise differ significantly, ie the average selling prices for products sold by the enterprise are often lower than the average annual consumer price for these products. Accordingly, the optimization of product sales channels in order to reduce the gap between producer and consumer prices can be considered as one of the main tools for forming the competitiveness of enterprise products.

The main criteria for choosing areas of implementation are the type of agricultural products, batch size, market type (B2B or B2C), and also the amount of available financial resources. In addition, the greater the added value of the product, the higher its price. Value added can be increased by finishing, storing, transporting, processing agricultural products, as well as by reducing the supply chain. The choice of ways to increase the value added of agricultural products depends primarily on the volume of its production (table 2).

Table 2.

**Reserves for increasing the value added of products
agricultural enterprises**

Type of product	Production volumes		
	insufficient for direct or indirect one-tier sales	sufficient for indirect one-tier sales	sufficient for direct sale
Cereals and legumes, sunflower, soybeans	Drying, cleaning, storage (minielevators, etc.), oil production, sales activities on a cooperative basis	Drying, cleaning, storage (mini elevators, etc.), production of cereals, certification	Storage (elevators), own motor transport, processing under own trade mark, certification
Milk	Cooling, storage; implementation, transportation on the basis of cooperation	Quality and safety control on the basis of own laboratories, cooling, storage, certification	
Cattle (in slaughter weight)	Slaughter, cooling and storage of meat, sale, transportation on a cooperative basis	Slaughter, cooling and storage, transportation	Slaughter, storage, packing of meat with use of own trademark, transportation

In addition, it is necessary to take into account the time of implementation. Particular attention in the process of choosing the policy of distribution of products should be paid to the variation of prices of agricultural products during the year. The sale of crops with a significant variation in prices in the remote period from harvesting makes it possible to increase the price more than twice. In this case, self-storage of products or storage on a cooperative basis becomes economically justified.

Another price factor is the choice of sales channels, among which direct sales channels or a one- or two-tier supply chain should be preferred. In agricultural enterprises, direct sales can be made to processing enterprises, as well as to end consumers in retail food markets and via the Internet. It should be borne in mind that the favorable price of the processing enterprise can be expected only in the case of large batches of homogeneous products, which small agricultural enterprises can form only on the basis of agricultural service cooperatives.

One of the most common channels of indirect sales is the sale of products to registrars. The requirements of hyper- and supermarket chains include sorting

and preferably product packaging, uninterrupted deliveries throughout the year and a relatively wide range. These requirements are not available for the researched enterprise, they can be provided only on the basis of cooperation with other agricultural producers.

Generalized recommendations for the choice of sales channels depending on its type and volume of production are shown in table. 3.

Direct sales in the B2B market are always associated with establishing personal contacts with the management of processing enterprises, as well as deepening ties along the vertical hierarchy of the buyer-enterprise (from the head of the enterprise to production units). For businesses, the use of Internet opportunities can be effective in the B2C market, including content marketing techniques, which include the use of social media, preparation and publication of articles on their own sites, blogging, face-to-face meetings organized through online communication and more. In this way, the product is brought closer to the consumer and it is possible without extra money to learn about customer requests and promote your product. This approach is especially relevant for small businesses that position their products as environmentally friendly, safe and useful.

Table 3.

Sales channels for agricultural enterprises

Type of product	Production volumes	
	insufficient for direct or indirect single-level sales in large batches	sufficient for direct or indirect single-tier sales in large batches
Cereals, legumes, sunflower	Processing enterprises (in the domestic market) through procurement and marketing cooperatives, public procurement.	Processing enterprises (domestic and foreign markets), public procurement.
Milk, meat	Restaurants, hotels, cafes (meat), processing enterprises on a cooperative basis; in wholesale markets; through wholesale bases, outlets established on the basis of cooperation	Processing companies (domestic and foreign markets), through franchise networks, own networks of specialized stores

Higher producer prices are provided within the vertical marketing structure, when all participants in the product chain function as a single system. In order to avoid the current problem of concentration of power in relation to the formation of prices for agricultural products in the hands of processors, traders, intermediary structures, it is important to ensure, at least, their equality with agricultural enterprises. In most countries of the world, this problem is solved by independent organization of processing and marketing on the basis of agricultural service cooperatives or associations of cooperatives, which eventually become key market players.

Summarizing the above, it should be noted that marketing tools should be considered from the standpoint of sales of agricultural products at a favorable

price. The main directions of ensuring the competitive advantages of the enterprise are to increase the added value of products, the maximum possible elimination of intermediary structures from the supply chain, as well as optimization of the marketing complex taking into account product types, production volumes and markets. The system of cost management measures and sound marketing policy should be the basis for the development of a comprehensive competitive strategy of the agricultural enterprise, which will be based on its current financial and economic condition and investment opportunities. The generalized list of the recommended tools of a complex of marketing of the agricultural enterprises in the B2B and B2C markets is presented in tab. 4.

Table 4.

Elements of the marketing complex in the markets of agricultural products

Component of the marketing complex	B2B market	B2C market
Goods	Quality, terms of delivery (timeliness, frequency, continuity)	Quality, trademark, packaging, labeling
Price	Pricing strategies: "Break-even" (survival strategy), "Costs + profit" (stabilization strategy), minimum price due to cost reduction (development strategy)	
	Payment period, terms and conditions of the commodity credit	Application of the system of
Communications (promotion)	Direct marketing and personal selling; indirect (one- or two-level) marketing; exhibitions, fairs, lobbying. Positive image of the manufacturer, its financial stability; personal qualities and qualifications of the specialist who sells products	Sales promotion, direct and indirect (one- or two-level) marketing, advertising
Availability (sales channels)	Direct sales: to processors, enterprises through Internet platforms and platforms, sales (including exports) with the involvement of distributors. Indirect sales: to traders, in wholesale and retail food markets, roadside trade, public procurement	Direct sales: in retail food markets, via the Internet, own trade network. Indirect sales: through supermarket chains, franchise chains, mini-markets with the involvement of distributors; exports, including with the involvement of distributors

Summarizing the above, it should be noted that marketing tools should be considered from the standpoint of sales of agricultural products at a favorable price. The main directions of ensuring the competitive advantages of the enterprise are to increase the added value of products, the maximum possible elimination of intermediary structures from the supply chain, as well as optimization of the marketing complex taking into account product types, production volumes and markets. The system of cost management measures and sound marketing policy should be the basis for the development of a comprehensive competitive strategy of the agricultural enterprise, which will be based on its current financial and economic condition and investment opportunities.

The place of strategic marketing in the structure of marketing management of the enterprise (ie in the structure of marketing management) is determined by the fact that it covers the stage of marketing planning in terms of setting marketing goals and developing marketing strategies. Different marketing strategies can be used.

At the heart of the process of forming the competitiveness of the enterprise is the ability to develop and implement the most adapted to its resource potential and external conditions competitive strategy. Competitive strategy means a detailed plan that specifies the strategic directions and ways to create competitive advantages.

At the first stage of the strategic component of the process of marketing support, the management of competitive advantages is determined by the strategic task of maintaining or strengthening the latter. When distributing (grouping) competitive strategies on the grounds of maintaining or strengthening competitive advantages, it is necessary to refer to the existing theoretical provisions on strategic marketing. M. Porter, considering the sources of competitive advantages, marks them as those that form the difference between the market supply of the enterprise from competitors and lower compared to the costs of competitors [17, p. 50]. Based on these and his own views on the content and sources of competitive advantage, N. Kudenko identifies two main types of marketing competitive

strategies - the strategy of differentiation and the strategy of price leadership [13, p. 176-177]. However, the well-known researcher of marketing management J.-J. Lamben determines that the company always has the opportunity to form an operational or strategic competitive advantage, describing the existing difference between them [19, p. 372-373], which is as follows. Operational competitive advantages are formed in the form of the same type of activity with competitors, which is carried out on a more efficient basis and is achieved by applying strategies that support them. It is these competitive advantages that are based on strategies to strengthen competitive advantages. Considering the known marketing competitive strategies through the prism of their impact on competitive advantage

(strengthening or retention), taking into account the scientific views of the above authors, we propose their following grouping (fig. 2).

However, strategic competitive advantages are determined by the choice of different from competitors activities focused on the application of innovative approaches (technologies, services).

The choice of the most appropriate marketing strategy for the company, which meets the stated goal, largely depends on the state of development of the internal potential of the company, its ability to implement the chosen strategic approach. The object of analysis of the competitive advantages of the enterprise are internal factors that are in some way under its control.

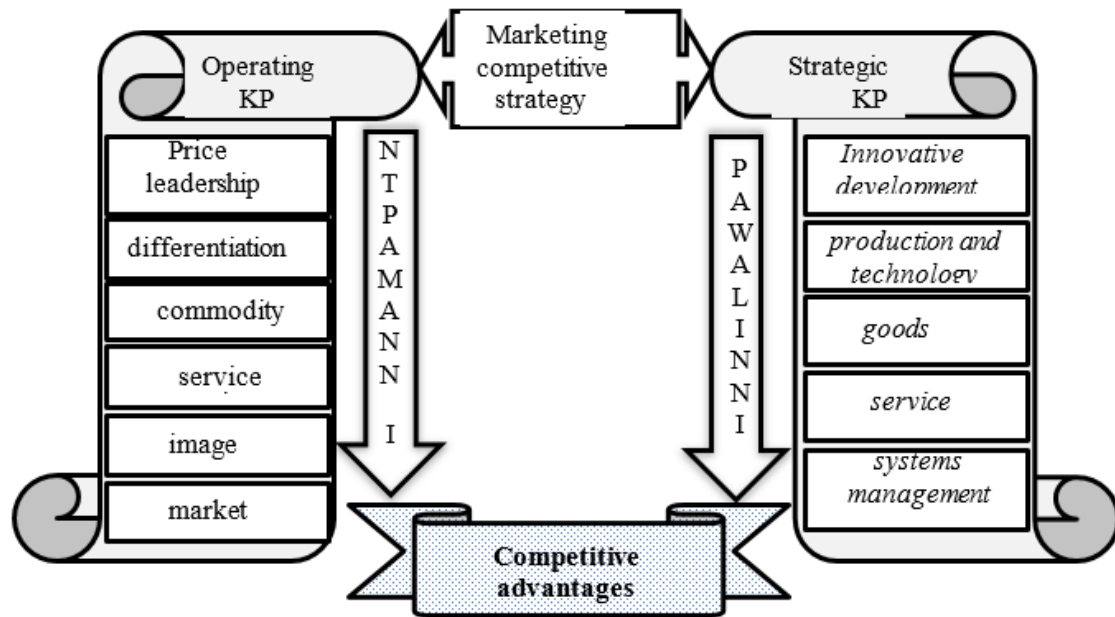


Fig. 2. Grouping of marketing competitive strategies by the level of influence on the competitive advantages of the enterprise [22; 23].

The classical system of factors that ensure the level of competitiveness consists of the following elements:

- 1) competitiveness of products (quality, price, level of consumer preference and satisfaction);
- 2) competitiveness of resource potential, the level of technical and technological equipment, production and raw material structure, staffing and financial and innovative opportunities;
- 3) competitiveness of organizational capacity and management system (form of management and ownership, organizational structure, management structure and functions, management mechanisms, flexibility and efficiency of management);
- 4) competitiveness of information-marketing and communication relations (system of internal and external information with suppliers, consumers, investors, potential clients).

In the process of forming a marketing strategy of competitive advantages of the enterprise there is a need to choose the appropriate marketing tools and determine the resource potential needed to maintain or strengthen the competitive advantages of the enterprise in the market. The following management measures for

the use of conceptual marketing tools are provided, provided that the necessary resources of the enterprise (Table 5). In the process of choosing the necessary marketing measure, the company is recommended to determine the availability and level of strength of resource potential, and if necessary, to develop appropriate management measures to adjust the latter.

The company's competitive strategy must be consistent with its corporate strategy, the choice of which depends on the current level of profitability and investment capacity.

The most promising strategy in the agricultural sector is cost minimization. It is possible to reduce the cost of agricultural products by improving production technologies in conjunction with progressive changes in the organization of production. This, on the one hand, will increase crop yields and animal productivity, on the other hand, to optimize the cost of material resources and labor costs. Especially useful in this regard is the use of the effect of "scale of production". 12%, a stabilization strategy is appropriate. It should be based on reducing the cost of grain and sunflower seeds. As a result, it is necessary to ensure the maximum approximation of the efficiency of production of grain and sunflower seeds to its main competitors.

Low economic efficiency or loss determines the need for a survival strategy; sufficient level of profitability along with small and medium-sized enterprises -

stabilization strategies; high efficiency and large size - growth strategies (table 5).

Table 5

Corporate strategies of agricultural enterprises

The level of profitability	Type of strategy
Over 35%	Concentrated growth strategy: market development, product, strengthening of existing market positions
5–35 %	Stabilization strategy: stabilization of efficient productions
Up to 5%	Survival strategy: elimination of inefficient productions, reduction of prime cost within inefficient productions

The formation of marketing strategy, its timing and precise characteristics for its implementation and implementation should be based on a predetermined model of strategic decision-making.

When making a decision, two approaches are usually possible: intuitive and rational. At the initial stage, it is possible to rely on intuitive choice only if you have full information on the market and long-term statistics. Today, when the dynamics of changes in the market (in its social component) significantly exceeds the speed of

economic processes, long-term forecasts of people's demand and wishes are not reliable. The information basis for decision-making on strategic areas of formation and maintenance of competitive advantages should be the results of analysis and assessment of the competitiveness of the enterprise and the factors that affect it. It is mandatory to conduct a relevant study in comparison with competitors.

The scheme of the process of developing competitive strategies of agricultural enterprise is shown in fig. 3.

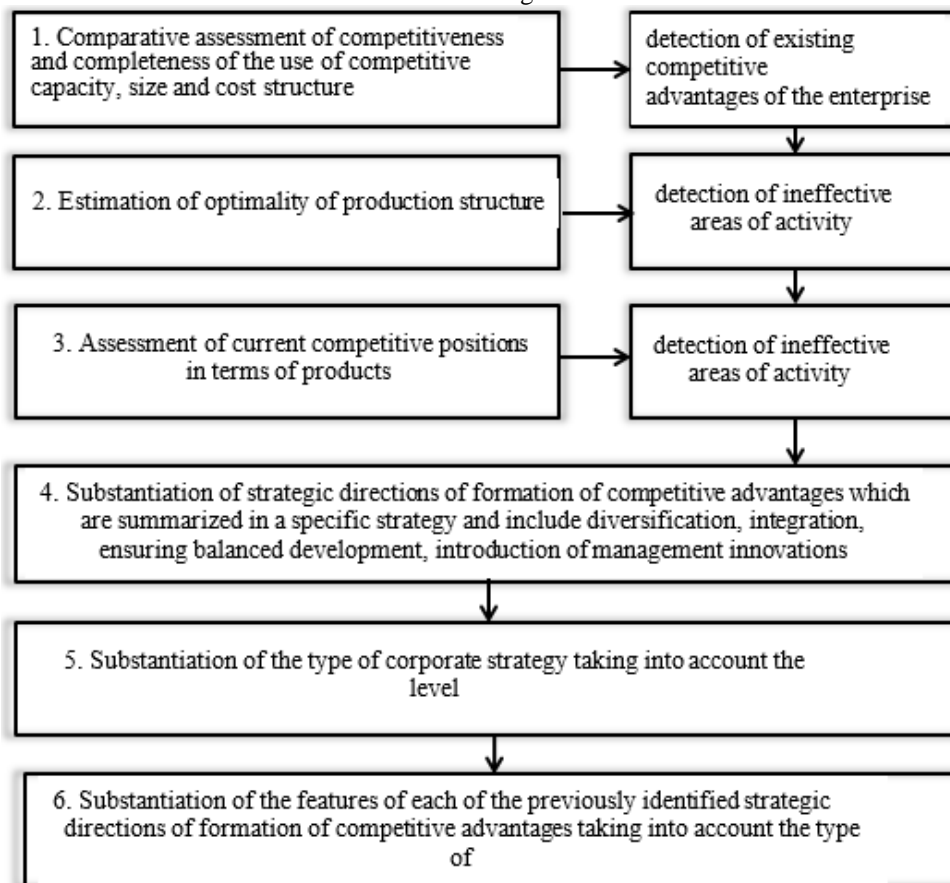


Fig.3. The process of developing a competitive strategy for agricultural enterprises

The substantiation of the choice of certain directions of strengthening the competitive position of the agricultural enterprise is carried out on the basis of the forecast of the potential effect and possible growth of the level of competitiveness. The development of a set of marketing measures to strengthen the competitive advantages of agricultural enterprises is shown in (Fig. 6).

The most important tasks of marketing research to increase the competitiveness of enterprise products are: study of the market of producers and consumers of products of this type, a comparative assessment of the level of competitiveness of products; construction of forecasts on market requirements and development on this basis of marketing strategy to increase product

competitiveness. Thus, the purpose of marketing activities is to ensure competitive products through the identification of driving factors and their implementation.

The formation of the process of marketing management of competitive advantages in terms of strategic orientation will integrate the results of marketing research and analysis in the resource potential of agricultural enterprises, to form an effective marketing strategy aimed at increasing the company's attention to the domestic market segment. The marketing strategy involves the formation of long-term policies behavior of the enterprise in the market of agricultural products. It is aimed at improving the sales system based on the choice of channels and timing of its sale, access to new geographical market segments. It is here that the company must use all its advantages, as the geographical location is extremely favorable for agricultural production. One of the important points in the development of the strategic component is the establishment of their own wholesale trade by merging farms into sales cooperatives, which will allow them to retain a significant share of the wholesale markup and reduce the retail price of their own products. Accordingly, for the studied enterprise one of the most promising ways to promote agricultural products to the consumer is the scheme: "producer - sales cooperative - wholesale market (processor) - retail network - consumer". As a result, the marketability of products and additional profits is increased. This sequence due to the right strategy will allow you to effectively use the internal potential of the enterprise, strengthen competitive advantages, begin work on the first stage of the loyalty program aimed at the target market segment. But an integral part of the process of managing competitive advantage at this stage should be measures to promote the chosen policy of the enterprise within consumers who have become supporters of the product.

Summing up, we can say that one of the most important factors in improving the efficiency of production and marketing activities of agricultural enterprises is the use of marketing principles and the integration of this economic category into the management system of agricultural enterprises. Among the strategic directions of ensuring the competitiveness of the enterprise, which should complement and not exclude each other, the main ones are diversification of the enterprise, organization of economic processes on the basis of innovative development, harmonization of economic, environmental and social components of the enterprise.

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MANAGEMENT OF STRATEGIC CHANGES OF TELECOMMUNICATION ENTERPRISES IN THE CONDITIONS OF DIGITAL TRANSFORMATION

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УПРАВЛІННЯ СТРАТЕГІЧНИМИ ЗМІНАМИ ТЕЛЕКОМУНІКАЦІЙНИХ ПІДПРИЄМСТВ В УМОВАХ ЦИФРОВОЇ ТРАНСФОРМАЦІЇ

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Abstract

The article clarifies the economic essence and role of management of strategic changes of telecommunication enterprises in the conditions of digital transformation, outlines its state and problems, identifies areas for improvement based on digitalization, taking into account the challenges and demands of today.

Анотація

В статті з'ясовано економічна сутність та роль управління стратегічними змінами телекомунікаційних підприємств в умовах цифрової трансформації, окреслено його стан та проблеми, визначено напрями удосконалення на основі діджиталізації з врахуванням викликів та запитів сьогодення.

Keywords: changes, strategic changes, management of strategic changes, telecommunication enterprises, digital transformations, digital technologies.

Ключові слова: зміни, стратегічні зміни, управління стратегічними змінами, телекомунікаційні підприємства, цифрові трансформації, цифрові технології.

Постановка проблеми. В сучасних умовах розвитку: поглиблення глобалізації та інтеграції, зміни державних пріоритетів, зростання конкуренції на внутрішньому та світовому ринках, впровадження новітніх технологій й комунікаційних ланцюгів, розширення переліку продукції та послуг, зміни потреб і смаків споживачів, загострення конкурентної боротьби відбуваються процеси динамічно змінюваного характеру. Подібна висока динаміка сучасного економічного простору зумовлена високим рівнем технічних, технологічних і соціальних викликів та вимог сьогодення вимагає від телекомунікаційних підприємств розвитку такої ключової компетенції, як здатність ефективно та швидко впроваджувати стратегічні зміни. Водночас, на практиці спостерігається, що необхідні стратегічні зміни, у більшості телекомунікаційних підприємств, мають

вибірковий характер, проводяться без орієнтації на розв'язання сукупності задач в їх органічній єдності. Розв'язання означеної проблеми можливе шляхом використання нового підходу до удосконалення управління стратегічними змінами телекомунікаційних підприємств в умовах цифрової трансформації. Усе це підтверджує актуальність, цінність й значення даної наукової статті.

Аналіз останніх досліджень та публікацій. Теоретичним базисом дослідження проблем реалізації стратегічних змін та ефективного управління цими процесами є вагомими науковими напрацюваннями, таких відомих вчених, як: Л. Андерсон, У. Барнет, М. Бір, А. Ван де Вен, Л. Грейнер, О. Гронь, О. Гудзь, Г. Керолл, Дж. Коттер, К. Левін, С. Мюллер, Н. Норія, К. Пріб, Н. Прокопенко, Дж. Фрімен, Г. Х'юбер та ін. Проте, гостра необхідність

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