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DIRECTIONS OF INCREASING COMPETITIVENESS OF THE ENTERPRISE IN THE INTENSIFIED COMPETITION CONDITIONS

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In modern market conditions, characterized by a high level of competition, enterprises are forced to constantly adapt their strategies to ensure competitiveness. This is especially true for companies operating in the retail sector, where consumer preferences change rapidly and new players are constantly entering the market.

The assessment of the enterprise competitiveness in the intensifying competition conditions involves a comprehensive approach. It includes the internal and external factors analysis. Important aspects are not only the quality of products, but also the level of service, pricing policy, innovation and marketing.

Product competitiveness is "a combination of quality and the ability to successfully sell products on a competitive domestic or international market at a certain point in time by achieving competitive advantages" [1].

It is important to develop a detailed plan for expanding the company's geographic presence in time to enter new regional markets.

The first step in the implementation of the expansion strategy should be a comprehensive analysis of potential regions for expansion. For this, the purchasing power of the population, the competitive environment and the logistical availability of a specific market segment are determined.

The second stage involves the partner network formation in new regions. It is proposed to use a hybrid model of entering the market, which includes cooperation with local distributors and the own sales offices opening. It is planned to attract 2-3 distributors for each new region. They already have an established delivery system and a developed client base. At the same time, the company should open its own representative offices, which will ensure control over the sale of products and support of direct relations with main customers.

The third important step is the creation of regional logistics hubs. It is proposed to organize new distribution centers that will ensure prompt supply of products and optimization of warehouse stocks. This approach will allow to reduce the time of products delivery to the final sale points and reduce logistics costs. The distribution centers will also serve as buffer warehouses, which is especially important to ensure uninterrupted supplies during peak demand seasons.

The fourth stage of the strategy involves active marketing support for entering new markets. It is necessary to develop an individual marketing program for each region. It will take into account the local characteristics of consumer preferences and the competitive environment. This plan includes conducting large-scale advertising campaigns, organizing promotions at points of sale, participating in local exhibitions and fairs. Special attention should be paid to digital marketing and targeted advertising.

The fifth stage focuses on the development of its own retail network in new regions. It is proposed to open 2-3 stores in regional centers with further expansion of the network in cities with a population of more than 100,000 inhabitants. Branded stores will provide an additional sales channel. They will become an important tool for the brand promoting and consumer preferences studying in new regions.

Special attention should be paid to the packaging and design of new premium products. It is necessary to develop a modern, sophisticated design, use high-quality packaging materials and innovative solutions for product protection. The packaging should emphasize the premium quality of the product and comply with environmental trends. It is especially important for the target audience of the premium segment.

It is necessary to conduct a comprehensive analysis of products and determine the most promising directions for development in order to successfully update in the middle segment assortment. It is important to research consumer trends among the target audience of this segment. This audience is usually looking for an optimal balance between quality and price, value innovation. It is ready to pay a little more for improved consumer properties of the product. The analysis should include the study of successful competitor products and international trends in the relevant price segment.

Special attention should be paid to updating the packaging of middle segment products. It is necessary to develop a modern design that will stand out and meet the expectations of the target audience. Packaging should be functional, ecological and informative. It must provide the consumer with all the necessary information about the product composition and benefits.

It is necessary to develop an effective marketing strategy to promote the updated assortment. This includes the active use of digital channels, social networks, cooperation with medium-level influencers, conducting promotions. It is important to form a clear positioning of new products that will emphasize their improved characteristics and justify the price premium compared to the base segment. It is important to implement a system of sales regular monitoring and collection of feedback from consumers.

Thus, the development and implementation of a strategy to increase the company's competitiveness is a key factor for successfully new markets entering and ensuring sustainable development in the intensifying competition conditions. A systematic approach to expanding the geographic presence, optimizing the distribution network, improving the product portfolio and active development of online sales will allow not only to increase the margin and brand recognition, but also to adapt to the rapidly changing consumer needs. The implementation of these

strategic initiatives will contribute not only to increasing sales, but also to strengthening the company's market position, ensuring its sustainable development in the future.

There are negative and positive features of competition. The first is that small producers are being pushed out by big capital: some go bankrupt, others get rich, the social and property stratification of the population increases, unemployment increases, inflation increases. Despite this, competition is the driving force of a market economy. In the conditions of competition, the winner is the one who creates quality products at the lowest production costs thanks to the use of scientific and technical achievements, advanced production organization [2].

In today's market conditions, the competitiveness of enterprises depends on their ability to implement technological innovations. The management of enterprises is aware of the importance of modernizing the production base, as it allows not only to reduce energy costs, but also to increase the quality of products.

An important direction of modernization is the introduction of new energy-saving technologies. This involves updating equipment that uses modern production methods, which allow to significantly reduce energy costs. For example, replacing old machines with new ones that meet international energy efficiency standards can reduce electricity consumption by 20-30%. This also reduces the negative impact on the environment, which is an important aspect for consumers, who are increasingly paying attention to the products sustainability.

The modernization of production involves the introduction of technological processes automation. This allows to optimize the use of resources, reduce the time for operations and the probability of errors. Automated control systems can monitor energy consumption in real time, which makes it possible to quickly respond to overspending and optimize work processes.

A change in technology can create new opportunities for product development, ways of marketing, production or delivery, improvements in related services. New industries appear when changes in technology enable the emergence of a new product. A change in leadership is most likely to occur in those industries where a sharp technology change causes the knowledge and funds of former leaders to become obsolete [3].

An equally important aspect is the training of personnel in new technologies and approaches. Improving the qualifications and retraining of employees will make it possible to use new equipment and technologies as efficiently as possible. Company management understands that the involvement of qualified specialists in modernization processes is the key to the successful implementation of innovations.

Thus, the modernization of the enterprise's production base is a necessary condition for reducing energy consumption, ensuring competitive advantages. The introduction of new technologies will not only reduce costs, but will also create image of the company as a modern and responsible manufacturer.

Automation of production processes becomes a key factor that contributes to increasing the efficiency and productivity of enterprises. The introduction of automated lines is a strategic step that allows for a significant increase in capacity. This approach provides not only an increase in the volume of production, but also an improvement in its quality, which is critically important in a competitive environment. Automated production lines allow to optimize processes thanks to the use of modern technologies, such as robotics and control system. Automated system can perform tasks, freeing up workers to perform more complex and creative functions. This increases productivity, reduces the probability of errors related to the human factor, shortens the time required to complete production cycles. The introduction of automated lines also allows the enterprise to respond more quickly in market demand changes. The enterprise can adapt production processes for the manufacture of new products or change the volume of output thanks to the flexibility of automated systems. In addition, production automation has a positive effect on the enterprise energy efficiency. Automatic control systems allow to optimize the resources

consumption, which not only reduces costs, but also increases the company's environmental responsibility.

In today's business environment, digital marketing is becoming the main tool for strengthening the company presence in the online space. Businesses implement strategies encompassing social media, SEO optimization, content marketing and paid advertising to effectively engage target audience. The use of social platforms allows the company not only to promote its products, but also to interact with consumers, receiving feedback and creating a brand community. The content marketing helps strengthen the company's image as an expert in its field. Creating valuable content helps to build brand awareness and trust. Businesses are actively working on creating blogs, video content, webinars. It helps to inform and attract new customers.

Another important area of marketing innovation is the development of a loyalty program for final consumers. A loyalty program can include a system of discounts, bonuses and special offers that encourage customers to return for repeat purchases. It will stimulate buyers not only to buy products, but also to share positive experiences with others. The loyalty program can also include exclusive promotions for members, which will allow to create a feeling of belonging to a special community. This will contribute to the formation of an emotional connection between the brand and consumers, which is an important aspect in modern marketing. As a result, the loyalty program encourages new customers to pay attention to the company's products.

The latest innovative approach is the creation of personalized offers for different consumer segments. Personalization involves adapting strategies to suit the interests and habits of different consumer groups. For example, a younger audience may value social media activity more, while an older audience may value traditional communication channels. This will ensure a more effective information delivery and contribute to improving customer interaction.

The CRM system also allows to automate many work processes, such as maintaining a customer base, managing contacts, scheduling calls and meetings. This not only saves time, but also reduces the possibility of errors associated with manual data entry. Thanks to a convenient interface and the ability to analyze data, the company can receive valuable information about market trends and consumer needs, which helps in making operational strategic decisions.

The next important direction of organizational innovation is the optimization of logistics processes. The implementation of new technologies and methods of supply chain management helps to reduce costs, improve delivery times and reduce the errors probability in the orders fulfillment.

One of the approaches is the implementation of a warehouse inventory management system, which allows you to optimize the processes of receiving, storing and shipping goods. This ensures a reduction in the time for processing orders and increases the efficiency of the warehouse space use. Because of automation, the company can quickly monitor stocks. It has a positive effect on financial results.

The development of their own quality control system is another important aspect of organizational innovation that enterprises implement to ensure high product standards. The quality control system covers all stages of production — from receiving raw materials to finished products. This allows to identify and eliminate problems, preventing possible defects in the final product. The quality control system also includes regular audits and inspections that ensure compliance with standards at all production stages. It is important that the company uses modern methods of analysis and evaluation, which allow not only to control quality, but also to constantly improve processes. As a result, consumers receive products that meet the highest requirements, which helps strengthen trust in the brand and increase customer loyalty.

To ensure sustainable development, enterprises are developing a set of measures aimed at improving market positions and optimizing their activities. In the conditions of growing competition and changing products demand, the main directions of change are the expansion of market share, the increase of the overall sales profitability and the optimization of production costs.

These measures will not only strengthen the company's position, but also ensure long-term stability and profitability.

Increasing the overall profitability of sales is critically important for the financial enterprise condition. This involves not only the growth of sales, but also the optimization of the pricing policy and the development of new, more profitable products. Implementation of the analysis of expenses and income system will reveal low-profit positions that require adjustment.

Optimizing production costs is another important area that affects the overall enterprise profitability. The introduction of innovative technologies, the automation of production processes and the reduction of raw material and energy costs can significantly reduce the production cost. Conducting a detailed analysis of production costs and implementing the principles of lean production will help identify excess costs and find ways to reduce them. The cost of production is one of the largest expenditure items. Reducing the cost of production is critically important for increasing the enterprise profitability and its financial stability strengthening.

Thus, the competitiveness of the enterprise is a key indicator of its ability to successfully function in the market economy, determining the company's position among competitors and its attractiveness to consumers, partners and investors. The economic meaning of competitiveness is the effective resources use to achieve profitability and maintain market share.

Business practitioners mostly believe that:

– competition between competitors of unequal size is problematic;

- competition without equal starting conditions is unfair;

- practices aimed at the outright destruction of competitors make competition destructive;

- competition by illegal and fraudulent means should be prohibited [4].

In today's conditions of globalization, the importance of competitiveness for enterprises is growing significantly, as it is a key factor in their survival and development. High competitiveness ensures the stability of the market position, the possibility of attracting investments, the expansion of sales markets and the introduction of innovations. In addition, competitiveness has important social implications, as successful enterprises create jobs, provide tax revenues and contribute for the regions development.

In the modern conditions of digital transformation, factors related to the introduction of digital technologies, the development of electronic commerce, and the use of big data and artificial intelligence acquire special importance. These factors create new opportunities for increasing competitiveness, but at the same time require enterprises to significantly transform business models.

When choosing a method of assessing competitiveness, it is necessary to take into account the purpose of the analysis, the specifics of the industry, the necessary availability information, time and financial resources. The reliability and validity of the results, the qualification of the personnel and the availability of the necessary software for the implementation of the chosen method are also important criteria.

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SUSTAINABLE AGRICULTURAL PRACTICES AS A KEY TO DECARBONIZATION: THE EXPERIENCE OF EU COUNTRIES

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The agricultural sector of the European Union is a significant source of greenhouse gas emissions, accounting for approximately 10-12% of total emissions [1]. The main sources are methane, which is emitted during livestock farming, and nitrogen oxides, which are formed during the use of fertilizers in fields. These emissions significantly impact the climate and increase the carbon footprint of the agricultural sector. Given the goals set out in the Paris Agreement and the strategic course towards climate neutrality by 2050, the EU identifies emission reduction as a critical priority. This commitment is enshrined in the European Green Deal, which identifies the agricultural sector as an area requiring profound changes to achieve climate goals.

The agricultural sector is most affected by climate change, as its efficiency depends directly on the stability of weather conditions. According to the European Commission, in 2019, farmers in the EU suffered losses of 9.7 billion euros due to extreme weather events [3]. Climate change is causing irregular precipitation, extreme temperatures, and other natural disasters, necessitating the adaptation of agriculture and the implementation of sustainable practices. Such methods allow maintaining high productivity and ensuring food security, which is extremely relevant given the growing population and the corresponding demand for food [4].

In addition, decarbonizing the agricultural sector creates additional economic benefits. The transition to sustainable agriculture opens up opportunities for the development of new technologies and the creation of jobs. The EU estimates that the implementation of sustainable agricultural practices could create up to 1.5 million jobs by 2030 [5]. This is particularly relevant for rural areas, where unemployment rates often exceed the EU average. Such changes will also contribute to the development of local communities and improve working conditions.

Therefore, decarbonizing the agricultural sector is a necessary step towards achieving climate neutrality, ensuring the sustainability of agricultural systems, and creating new jobs in the EU. Reducing emissions and implementing sustainable practices allows us to combine climate ambitions with economic and social benefits, ensuring the sustainable development of the agricultural sector and overall environmental stability in the region.

Sustainable agricultural practices and agricultural decarbonization are being actively studied by European scientists. For example, in the DEEDS project, Thierry Brunel [6] investigated the impact of decarbonization on agriculture and land use in Europe. He emphasizes the importance of agroforestry and new technologies that contribute to reducing greenhouse gas emissions by storing carbon in soils and vegetation. Pierre Marie Aubry [7] analyzes the transformation of agricultural systems to achieve decarbonization, focusing on sustainable land