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**MODEL OF INCREASING THE COMPETITIVENESS  
OF ENTERPRISES IN THE CONTEXT OF EUROPEAN  
INTEGRATION DEVELOPMENT****МОДЕЛЬ ПІДВИЩЕННЯ  
КОНКУРЕНТОСПРОМОЖНОСТІ ПІДПРИЄМСТВ  
У КОНТЕКСТІ ЄВРОІНТЕГРАЦІЙНОГО РОЗВИТКУ**

**Summary.** The paper investigates the enhancement of enterprise competitiveness within the framework of European integration. Ukrainian enterprises must adapt to strict EU standards, high market competition, and rapid digitalization, requiring the mobilization of internal capabilities. The study aims to develop an integrative model that unites key internal and external competitiveness factors. A combination of systemic, structural-functional, and modeling approaches was applied to ensure analytical coherence. The resulting graphical model illustrates the interaction between innovation, human capital, resources, digital transformation, marketing, and institutional adaptation. The model supports strategic planning and performance assessment. Its originality lies in offering a unified framework for sustainable enterprise competitiveness in integration conditions.

**Keywords:** competitiveness, enterprise, European integration, strategic development, model, innovation, digital transformation, adaptation to EU standards.

**Анотація.** Зміцнення конкурентоспроможності підприємств в умовах євроінтеграційного розвитку є критично важливим для забезпечення сталого економічного зростання. Українські підприємства перебувають під тиском нових стандартів, високої конкуренції та необхідності швидкої адаптації до зовнішніх викликів. Метою дослідження є розробка інтегративної моделі, що поєднує внутрішні фактори ефективності з вимогами євроінтеграції. Запропоновано системне бачення взаємодії ключових елементів конкурентоспроможності підприємства. Методологічною основою дослідження є поєднання структурно-функціонального аналізу, системного підходу, моделювання, методів аналізу й синтезу. Дослідження ґрунтується на критичному осмисленні сучасних наукових підходів, з акцентом на необхідності інтеграції внутрішніх і зовнішніх чинників у єдину управлінську конструкцію. Обґрунтовано гіпотезу про те, що конкурентоспроможність підприємства формується на основі взаємодії інноваційного потенціалу, кадрових ресурсів, цифрових технологій, матеріальної бази та здатності до адаптації до стандартів ЄС. У результаті дослідження запропоновано графічну модель інтегративного розвитку конкурентоспроможного підприємства, у якій систематизовано взаємозв'язки між основними детермінантами конкурентоспроможності. Охарактеризовано роль кожного блоку: ресурсної бази, інноваційної діяльності, цифрової трансформації, кадрового потенціалу, маркетингової стратегії та інституційної відповідності. Узагальнено ключові умови формування конкурентних переваг у новому економічному середовищі. Теоретичне значення моделі полягає у її застосуванні як основи стратегічного планування в управлінні підприємствами. Практичне значення полягає у можливості діагностики поточного стану підприємства та визначенні ефективних напрямів розвитку. Оригінальність дослідження полягає у створенні комплексної моделі, що синтезує внутрішні та зовнішні компоненти конкурентоспроможності. Подальші дослідження доцільно зосередити на галузевій адаптації моделі та розробці інструментів оцінки її ефективності.

**Ключові слова:** конкурентоспроможність, підприємство, євроінтеграція, стратегічний розвиток, модель, інновації, цифрова трансформація, адаптація до стандартів ЄС.

**Statement of the problem.** Modern transformation processes taking place in Ukraine in the context of the European integration course necessitate a review of enterprise development strategies, in particular in the direction of strengthening their competitiveness. The Association Agreement with the European Union has opened up new opportunities for Ukrainian business, but at the same time has posed a number of difficult challenges related to adaptation to EU standards, increased competition, the need for innovation and modernization of production processes.

In such conditions, the issue of forming an effective model for increasing the competitiveness of enterprises becomes particularly relevant. Most domestic enterprises face the problems of limited resources, technological backwardness, insufficient level of managerial competencies and weak integration into international value chains. Traditional methods of ensuring competitiveness no longer meet the challenges of the time, and therefore there is a need for a systematic rethinking of approaches to the strategic development of business entities.

Of particular importance in this context is the development of models that allow taking into account both internal and external factors of the enterprise's efficiency – in particular, European integration processes, new regulatory requirements, trends in digitalization, globalization of markets, etc. Such a comprehensive approach allows creating a holistic competitiveness management system focused on strategic growth and sustainable functioning of enterprises in the new economic environment.

The relevance of the study is due to the need to ensure long-term economic stability of enterprises and their ability to operate effectively in conditions of high uncertainty and competition in international markets. The model proposed in the article has practical significance for domestic enterprises that seek to integrate into the European economic space, increase their innovative capacity and ensure competitive positions in conditions of dynamic changes.

Thus, the study is aimed at developing and substantiating an integrative model for increasing the competitiveness of enterprises in conditions of European integration development, which meets modern challenges and allows them to effectively adapt to the requirements of the EU market.

#### **Analysis of recent research and publications.**

Recently, scientists have increasingly focused on finding models for increasing the competitiveness of enterprises in the context of the strategic goal of European integration. In particular, O. Posunjko and N. Ovsienko [1, p. 128] consider the issue of improving competitiveness through the implementation of Internet marketing, pointing to the significant impact of digital promotion tools on domestic and foreign markets. Despite the relevance of the topic, the study

is limited to a marketing focus, without a detailed consideration of EU standards and interaction with institutional conditions.

The study by N. Krakhmalova and Y. Khvoshchenko [2, p. 98] analyzes the practice of implementing European standards in business planning of enterprises and argues that such standards have a positive impact on the sustainability and competitiveness of activities. However, this work pays more attention to the planning process as a separate tool, without building an integrated model of companies adapting to the European environment.

N. Kuzmynchuk et al. [3, p. 560] put forward a conceptual model of sustainable competitive development of enterprises, emphasizing organizational and managerial potential as a key factor. They propose an approach with simulation modeling of growth scenarios, but the study has a broader general focus, and not specifically on EU standards, digitalization or institutional impact.

D. Zmitrovych and A. Kukharuk [4, p. 230] investigate standardization as a tool for increasing the international competitiveness of manufacturing enterprises, demonstrating that compliance with ISO standards significantly opens up export opportunities for Ukrainian companies, but does not sufficiently tie this mechanism to the European integration context.

I. Brizhan and V. Chevhanova [5, p. 12] also compare methods for assessing the competitiveness of enterprises: SWOT, PEST, complex integrated approaches. The authors emphasize the need for combined methods depending on the goals and context. However, the work does not take into account the specifics of adaptation to European norms and standards.

Thus, a critical analysis of recent publications reveals the following gaps:

- focus on individual aspects (e.g. marketing, standardization or organizational capacity), but the lack of a holistic systemic approach;
- insufficient integration of internal mechanisms (innovation, digitalization, human resources) and external ones – EU standards, institutional support;
- limited methodological coherence between theoretical approaches and practical tools for enterprises.

In response to the above limitations, it is relevant to develop an integrative graphical model that combines the resource base, innovation activity, adaptation to EU standards, digital transformation, human resources and marketing, and also takes into account the role of institutional support. Such an approach allows overcoming the fragmentation of existing scientific research and creating a comprehensive basis for the strategic development of the competitiveness of enterprises in the context of European integration challenges.

**The purpose of the article.** The purpose of the study is to develop an integrative model of increasing the competitiveness of enterprises in the context of European integration development, which combines internal factors of the effective functioning of the enterprise with external challenges and opportunities caused by adaptation to European standards, institutional changes and global competition.

**Presentation of the main research material.**

As a result of the research, it was found that in the conditions of European integration development, the competitiveness of an enterprise is determined not only by internal resources and management efficiency, but also by the ability to adapt to new regulatory requirements, integrate into European markets and use the opportunities that open up through international cooperation.

The analysis of scientific approaches showed the absence of a single comprehensive model that would integrate external and internal factors of competitiveness in the conditions of strategic transformation of the Ukrainian economy [6, p. 2].

Within the framework of the study, a graphic model of the integrative development of a competitive enterprise was proposed, which reflects

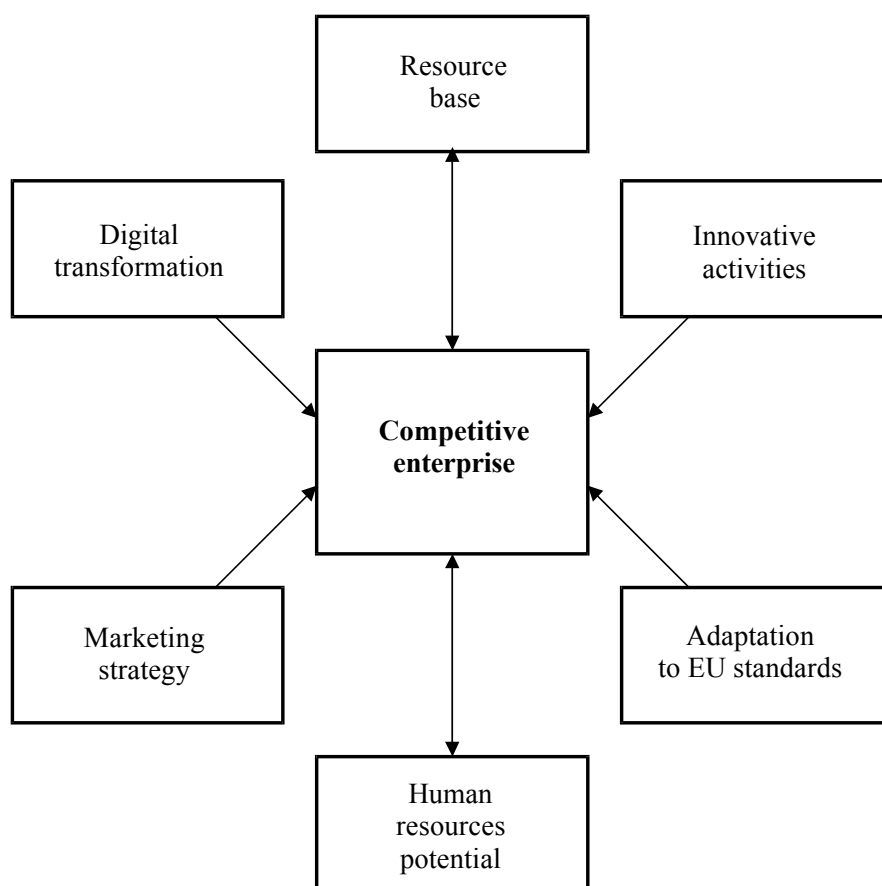
the relationship of key factors that shape the ability of an enterprise to function effectively in the conditions of European integration transformations (Fig. 1).

The central element of the model is the «Competitive Enterprise» – a business entity that has sufficient resources, innovative potential, the ability to adapt and meets modern market requirements. Achieving competitiveness is ensured by the complex interaction of the following blocks:

1. Resource base as a foundation for development.

The resource base includes material, financial, technological and information resources. In modern conditions, it is the presence of a flexible and balanced resource system that determines the ability of an enterprise to quickly adapt. For example, Ukrainian agricultural companies, integrating into the EU market, are faced with requirements for product quality and its certification. Without sufficient financial resources to modernize equipment or information systems, they cannot enter the European market.

An important result of the analysis is the conclusion that the resource base is the primary factor on which the effectiveness of other blocks of the model depends. It is it that provides the conditions for innovative activity and personnel development.



**Figure 1 – Model of integrative development of a competitive enterprise in the context of European integration**

*Source: compiled by the authors*

2. Innovative activity as a driver of competitive advantages.

Innovative activity is a key factor in the formation of competitiveness. Enterprises that introduce new products, technologies and management practices are able to respond more quickly to changes in the external environment. In EU countries, innovation is one of the main criteria for financing businesses through funds and support programs.

For Ukrainian enterprises, innovations are not limited to production processes. They also include digital services, logistics solutions, quality control systems and environmental technologies. The study showed that the connection between innovations and human resources is crucial: without competent specialists, even the most promising developments cannot be implemented.

3. Adaptation to EU standards.

Entering the European market requires compliance with numerous norms and requirements – from technical to ethical. The block «Adaptation to EU standards» turned out to be one of the most critical in the study. Practice shows that those enterprises that invest in certification, environmental programs and production audits gain access to a wider market and build trust with European partners.

For example, food industry companies that have implemented standards have been able to significantly expand their presence in EU countries. Thus, adaptation not only opens up new opportunities, but also stimulates internal improvement of management quality.

4. Human resources as a driving force for transformations.

The results of the study confirm that human capital remains a central factor in the development of an enterprise. Qualified personnel not only ensure the efficiency of resource use, but also form the company's readiness for innovation and digitalization.

European experience shows that investments in personnel training are directly related to competitiveness. It is advisable for Ukrainian enterprises to develop dual education programs, advanced training, and attract specialists with international experience.

5. Digital transformation of business processes.

Digitalization has become one of the key conditions for integration into the European economic space. The use of ERP systems, blockchain technologies for supply chain control, cloud services and data analytics provides enterprises with flexibility and transparency.

The study confirmed that digital transformation cannot occur in isolation: it requires trained personnel and resource provision. The example of Ukrainian IT companies that have integrated into the European services market demonstrates that it is digital solutions that allow for faster overcoming of barriers and scaling of business.

6. Marketing strategy in the context of European integration.

Special attention should be paid to the marketing strategy. Enterprises that seek to enter the EU market must take into account the cultural, behavioral and social characteristics of consumers. An effective marketing policy involves positioning products taking into account quality, environmental and ethical standards.

The study showed that companies that reoriented their strategies taking into account the requirements of European consumers achieved more sustainable results. This confirms the importance of combining marketing tools with other components of the model.

7. Integrative effect of the model.

All of the above components are closely interconnected and complement each other. A balanced combination of these elements creates the basis for achieving sustainable competitiveness of the enterprise and its successful integration into the European economic space.

All of the above components are closely interconnected and complement each other. A balanced combination of these elements creates the basis for achieving sustainable competitiveness of the enterprise and its successful integration into the European economic space [7, p. 4].

The results of the study indicate that ensuring the competitiveness of enterprises requires a systemic approach that combines internal resources with the challenges of the external environment, in particular in the context of European integration. The proposed model demonstrates the importance of harmonizing such elements as human resources, digitalization, innovation, resource provision and compliance with European standards.

Unlike traditional approaches focused on individual factors, the model covers the relationships between key components of competitiveness. This allows enterprises not only to adapt to the requirements of the integration space, but also to form sustainable competitive advantages.

The model confirms the ideas that the innovative activity of enterprises is a critical factor of competitiveness and requires resource support.

Thus, the study confirms the feasibility of the transition from fragmented management to integrated strategic planning in the context of European integration development.

**Conclusions.** The conducted research allowed to form a holistic vision of the process of increasing the competitiveness of enterprises in the context of European integration development. The purpose of the research was to develop a model that would integrate both the internal resources of the enterprise and the external challenges caused by strategic transformations in the national economy. The proposed model is based on a systemic approach

and takes into account the interrelationships between personnel, innovation, resource, digital and marketing components, as well as institutional adaptation to the requirements of the European economic space.

The main results of the research confirm the feasibility of a comprehensive approach to the formation of competitive advantages of enterprises. It is this integration of factors that allows to ensure adaptability to the challenges of European integration, to strengthen the resistance of enterprises to changes in the external environment and to increase their strategic efficiency. The model proposed in the article not only synthesizes existing scientific approaches, but also offers a new vision of building a competitive structure for managing the development of an enterprise.

An important theoretical result is the justification of the interaction between key elements of competitiveness in the context of integration changes, which allows using the model as a basis for strategic planning. The practical significance of the study lies in the possibility of using the model to diagnose the current state of the enterprise and develop directions for improving its efficiency.

Further research should be focused on adapting the model to the specifics of individual sectors of the economy, empirically verifying the effectiveness of its implementation in real business practices, as well as on developing tools for monitoring the dynamics of competitiveness in the context of changes in the external economic environment.

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