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## STRATEGIC POSITIONING OF THE COMPANY ON THE INTERNATIONAL MARKET

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## СТРАТЕГІЧНЕ ПОЗИЦІОНУВАННЯ ПІДПРИЄМСТВА НА МІЖНАРОДНОМУ РИНКУ

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*The presented work examines the peculiarities of the strategic positioning of enterprises aiming to enter foreign markets.*

*Based on the generalized provisions of the concepts of strategic positioning and the defined essence of the strategic position, it is possible to conclude on the expediency of taking into account the position reflected in the relationship with the main groups of participants in the external environment of the enterprise: competitors; consumers or customers; suppliers; investors, creditors, partners; state*

*There are three main ways for a company to enter international markets: export, direct investment, and joint venture. The company itself chooses a more profitable way to enter the international market, thereby evaluating its strengths and weaknesses and predicting possible profits and losses. For this, the company uses the criteria by which it evaluates the consumer niche, industry, and competing companies.*

*After the analysis of international markets, for a modern enterprise in the conditions of fierce competition, it is necessary to develop an international strategy for the sale of products.*

*Building a sales channel on the international market consists of six stages, after passing which the company will be able to achieve significant success in the direction of foreign economic activity. By determining the responsibilities of the partners, the majority of responsibility can be retained by the manufacturer, transferred to intermediaries, end users, specialized intermediaries (consultant, advertising agency, transport company) or even shared among the channel participants.*

*Development of local production and export of products to other countries is an appropriate strategy for the further increase of sales on the world market. This reduces the risk and the need for financial resources, and also allows to minimize direct investments in foreign companies. In this case, this strategy is the least expensive and optimal under the given conditions, level of quality and production. If you consider other strategies as possible alternatives, then you should pay attention to the multinational strategy, which helps the company to enter new markets, while making the necessary changes in products for each individual consumer country.*

**Keywords:** *strategy, positioning strategy, strategic positioning, foreign market, international markets*

**Formulation of the problem.** The importance of strategically determined behavior, which allows organizations to survive in competition in the long term, has increased dramatically in the last decade in connection with unstable business conditions. All economic organizations, including cable production enterprises, should not only focus on the internal state of affairs, but also develop a long-term strategy that would condition the management of internal changes in accordance with the goal and external realities. It is necessary to form a common vision of the enterprise, work out the mechanism of influence on the conditions for achieving a specifically formulated future, and manage the resources of the enterprise for its development in the chosen direction. The company needs to have a clear idea of its own concept of work.

Positioning is more about long-term strategy than short-term tactics. It takes time to build a position and positioning is not done for a short-term promotion campaign. Positions offer sustainable means of differentiation, creation of competitive advantages, possession of a certain share of the market [1].

Well-designed positions are sustainable, secure and adaptable to future development. This suggests that the position can evolve and change during periods of growth, maturity and decline.

First, in order to carry out a predictive assessment of positioning directions, a systematic analysis of the influence of factors of the internal and external market environment on work results is carried out.

An enterprise that has decided to focus on the leader of the competition must successfully implement the analytical, strategic and operational aspects of positioning.

That is why it is possible to note that strategic positioning itself becomes the key to increasing the competitiveness of the enterprise.

### Analysis of basic research and publications.

Scientific interest in the problem of forming the strategic positioning of an industrial enterprise forces us to turn to the analysis of the accumulated theoretical material. To date, Alfred D. Chandler, Kenneth Andrews and Igor Ansoff are considered to be generally recognized researchers of strategic planning. The general strategies of competition formulated by M. Porter are still considered by many researchers in the field of strategic planning to be the most efficient tools for the practical activities of modern firms. The issue of strategic positioning on international markets has been studied by many domestic and foreign scientists, including V. Aleksunin, G. Armstrong, P. Kotler, O. L. Kanishchenko, T. Kharchuk, T. Tsygankova, P. Chernomaz.

**Goal.** The purpose of the work is to consider the features of strategic planning and positioning on the international market, to justify the sequence of actions of the enterprise before entering the international market. **Research materials and results.**

Each large enterprise, as a rule, has a strategy, according to which the enterprise decides which way to enter the international market, for the sake of successful positioning and possession of a sufficient market share. Such a strategy can be: corporate, business, functional, operational [3].

Corporate strategy includes a change in the structure of the enterprise, the distribution of resources between the divisions of the enterprise, the decision to merge or acquire new enterprises, the strengthening of existing business positions, the termination of activities that do not correspond to management plans [3,8].

A business strategy is implemented and adopted for each individual type of activity. This choice provides a long-term competitive advantage for the business unit.

The functional strategy is developed by the functional services and divisions of the enterprise based on the corporate and business strategy. An enterprise

should have as many functional strategies as it has main areas of activity. The main goal of this strategy is the distribution of department resources, as well as the search for effective behavior of the functional unit within the framework of the overall strategy.

Operational strategies, compared to top-level strategies, complement and complete the overall business plan of the enterprise, despite being smaller in scope.

The choice of the form of entering the international market depends on the specifics of the activity and internal factors of the enterprise, and is also determined by the external environment of international business [1].

There are three main groups of forms of entry of enterprises to the international market: development through market coordination; development through the formation of cooperative forms and market development through hierarchical coordination.

Market coordination is usually carried out in the form of direct or indirect exports.

The cooperative form of entering the international market is characterized by the following distinctive features, namely, the voluntary joint work of two legally and economically independent enterprises during a certain period of time.

Cooperative forms of entering the international market can be divided into two groups depending on the distribution of financial resources: forms without capital transfer (licensing, franchising, contract management, leasing, etc.) and forms with capital transfer [5].

Hierarchical forms of entering the international market include all forms based on independent departure with participation in equity capital abroad.

The main advantages of hierarchical forms of access to the international market include the fact that the company can build its own resource policy [5].

The author's general presentation of the main positioning strategies is presented in Fig. 1

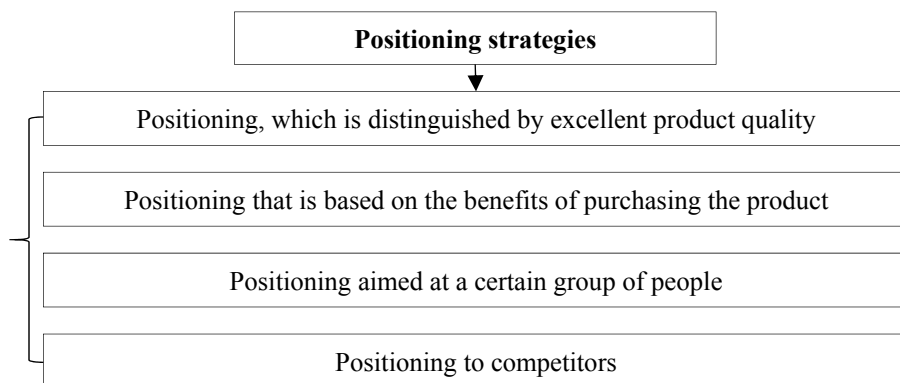


Fig. 1. Basic strategies for positioning goods in the target segment

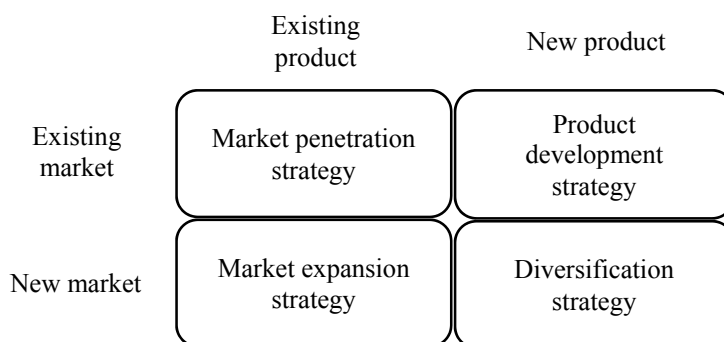


Fig. 2. Ansoff matrix  
Source: author's schematic display

The level of attractiveness of the country	High	Joint ventures for production or sales	Direct investment (buying a local company)	Direct investment ("green field investment")
	middle	Direct export: sales representative or direct delivery to customers	Joint ventures or contract manufacturing	Direct investment (renting or buying a local company)
	Low	Indirect export	Direct export: independent distributors in the buyer's country	Licensing / franchising
		Low	middle	High

The level of enterprise capacity (opportunities).

Fig. 3. Matrix for choosing a strategy for entering the international market  
Source: presented by the authors

Businesses planning to enter the international market must choose a specific market on which to focus their marketing efforts. The choice of the international market involves the study of three main parameters: the potential and conditions of the selected market, the intensity of the used methods of competition, the goals and capabilities of the enterprise. The potential of the market is determined by the prospects of development, the availability of penetration of a foreign enterprise without excessive expenditure of money and time [1-3].

The next stage in the selection of international markets is the study of the intensity and practical techniques used by competitors, namely: identification of effectively operating competitors, determination of the structure of competition, i.e. the number of competitors and their distribution by market share, establishment of competitiveness criteria, analysis of competitive advantages of market participants [3].

Therefore, when developing a strategy for entering a foreign market, the primary and most important task is to correctly choose the market of which specific country is better to enter.

That is why in fig. 2, we will present the Ansoff Matrix in a schematic display. This will make it

possible to more clearly identify the features of strategic planning and positioning.

The simplest and most common way for a company to enter the international market is export, which can be regular or irregular. Regular export is considered to be the supply of goods and services of an enterprise with the aim of expanding its foreign trade operations in a specific target market. Irregular export is a passive level of foreign economic relations, at which the company sometimes exports the balance abroad. This method has certain advantages: the minimum level of investment costs, current liabilities, changes in product range, company structure, and the most important advantage is minimal risks when entering the market, as well as the ability to quickly and easily exit the market.

There are two types of this method: direct and indirect export. A company with direct export conducts all export operations independently, while with indirect export, it uses the services of intermediaries. As a rule, at the initial stages of international activity, the company uses indirect export, since this method requires smaller investments and lower risk levels [5, 7].

Indirect export is carried out with the help of transfer of export authority, export franchise, commercial intermediaries.

Direct export is carried out by trade representatives, the export department, or representative offices of the company.

To choose an appropriate strategy for the implementation of "the same products - new markets", you can use the matrix for choosing a strategy for entering international markets (Fig. 3.)

There are six strategic approaches for the company's activities in the international market [2].

Transfer of the right to foreign companies to use their own technologies or to manufacture and distribute products (in this case, the income from international activities is equal to the amount received under the royalty agreement)[34]. This strategy is more or less optimal for machine-building enterprises due to the high level of production technologies. The company can raise the level of product quality to a higher level and apply this strategy.

Strengthen production at the national level and export goods to international markets, using own sales channels or channels controlled by foreign enterprises [2]. This strategy is already in place at the company and is quite effective and efficient. The company should think about expanding the list of consumer countries, expanding sales channels, and granting additional privileges to countries that are large wholesale buyers to increase product sales.

Apply a multinational strategy, that is, develop a special strategy for each partner country, in order to meet the tastes of consumers and the competitive conditions of these countries [3, 5, 9]. The implementation of this strategy can bring more profit to the enterprise, in case of improvement of product quality. But despite this, a test implementation of the strategy should be done to analyze the additional necessary improvements to avoid unnecessary risks.

The global strategy of low costs involves ensuring production with low costs in most or all strategically important markets of the world [1, 7, 12]. In this case, the company directs its efforts to ensure that the level of costs is lower than that of competitors on the international market. In this case, the implementation of this strategy is not absolutely relevant, since the costs of production of products are quite low compared to the prices of competitors.

The next option is to follow a global strategy of differentiation, in which the company changes its product according to the same parameters in different countries in order to create a permanent image of the company on a global scale and to gain a strong competitive position. Implementation of this strategy is not possible due to expensive marketing research and the need to have a large number of highly qualified personnel to implement leadership worldwide.

Follow a global focus strategy that aims to serve the same niches in each strategically important national market [5]. A company's strategic actions are

coordinated within the global market to achieve sustained competitive advantage in targeted niches based on low cost or differentiation.

Thus, considering all strategies, it can be considered the optimal strategy to increase production at the national level and further export abroad through our own sales channels and through foreign intermediaries [7, 8, 10]. In this case, this strategy is the least costly and optimal under these conditions, quality and production levels. If we consider other strategies as possible alternatives, we can pay attention to the multinational strategy, which can help the company enter new markets while making the necessary changes in products for each consumer country.

**Conclusions.** Thus, the further development of national production and export of products abroad should be the main strategy of enterprises, with the condition of expanding sales channels. This reduces the risk and the need for financial resources, and also allows to minimize direct investments in foreign companies. The implementation of a multinational strategy should be second in importance, its implementation will help the enterprise to increase not only the image of the company, but also its importance in the world market. In further studies, it is necessary to take into account the peculiarities of export operations and sales channels of the products of high-tech enterprises.

There are three main ways for an enterprise to enter foreign markets: export, direct investment, and joint venture. The company itself chooses the optimal way to enter the foreign market, thereby evaluating its strengths and weaknesses and predicting possible profits and losses.

Development of local production and export of products to other countries is an appropriate strategy for the further increase of sales on the world market. This reduces the risk and the need for financial resources, and also allows to minimize direct investments in foreign companies. In this case, this strategy is the least expensive and optimal under the given conditions, level of quality and production. If you consider other strategies as possible alternatives, then you should pay attention to the multinational strategy, which helps the company to enter new markets, while making the necessary changes in products for each individual consumer country.

Thus, the development of a correct and competent corporate strategy and its implementation will help this enterprise to successfully participate in the competition and develop to an international scale.

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### **Вовк В.А., Афанасьєва О.М. Стратегічне позиціонування підприємства на міжнародному ринку**

*В представленій роботі розглянуто особливості стратегічного позиціонування підприємств, що мають на меті вихід на зовнішні ринки.*

*Спираючись на узагальнені положення концепцій стратегічного позиціонування та визначену сутність стратегічної позиції, можна зробити висновок про доцільність врахування позиції, що відображаються у взаємовідносинах з основними групами учасників зовнішнього оточення підприємства: конкурентів; споживачів або клієнтів; постачальників; інвесторів, кредиторів, партнерів; держави.*

*Існує три основних способи виходу підприємства на міжнародні ринки: експорт, пряме інвестування та спільне підприємство. Підприємство саме обирає більш вигідний спосіб виходу на міжнародний ринок, тим самим оцінюючи свої сильні і слабкі сторони та прогнозує можливі прибутки і збитки. Для цього підприємство використовує критерії, за якими оцінює споживчу нішу, галузь, конкуруючі підприємства.*

*Після аналізу міжнародних ринків, для сучасного підприємства в умовах жорсткої конкуренції, необхідною є розробка міжнародної стратегії збуту продукції.*

*Побудова каналу збуту на міжнародному ринку складається з шести етапів, пройшовши які підприємство зможе досягти значного успіху в напрямку зовнішньоекономічної діяльності. Визначаючи обов'язки партнерів, більшість відповідальності може бути збережена виробником, передана посередникам, кінцевим споживачам, спеціалізованим посередникам (консультант, рекламне агентство, транспортна компанія) або навіть поділена між учасниками каналу.*

*Доцільною стратегією з метою подальшого збільшення продажів на світовому ринку виступає розвиток місцевого виробництва і експорт продукції в інші країни. Це знижує небезпеку і потребу в фінансових ресурсах, а також дозволяє мінімізувати прямі інвестиції в іноземні компанії. В даному випадку, ця стратегія є найменш витратною і оптимальною за даних умов, рівні якості і виробництва. Якщо ж розглядати інші стратегії як можливі альтернативні варіанти, то слід звернути увагу на багатонаціональну стратегію, яка допомагає підприємству вийти на нові ринки, здійснивши при цьому необхідні зміни продукції для кожного окремого держави-споживача.*

**Ключові слова:** стратегія, стратегічне позиціонування, стратегічне позиціонування, зовнішній ринок, міжнародні ринки

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