

THE STRATEGY OF ENTERPRISES ENTERING INTERNATIONAL MARKETS AS AN ELEMENT OF THE POST-WAR RECONSTRUCTION OF UKRAINE

Falling GDP, almost complete rejection of exports and reduction of imports, new debts, problems with exchange rate stability and galloping inflation. Here are the main economic problems of Ukraine that have accumulated since the beginning of the invasion of the Russian Federation [1].

The Russian invasion significantly undermined the Ukrainian economy, due to the following negative factors:

- the outflow of the population and a significant decrease in income, which reduced the potential of domestic consumption by 20-25%;
- the destruction of industrial enterprises, which caused a reduction in the potential of industrial production by 25-30%;
- the blockade of ports by Russia, due to which the export potential is reduced by half;
- the actual zeroing of investments, which slows down economic growth for years.

Nowadays, enterprises and organizations are increasingly aware of the need to develop a comprehensive market strategy and a strategy for entering the foreign market [1].

Typical for most enterprises is the practical absence of clearly defined goals, and if they exist, they have not been reviewed for a long time, or their achievement is not monitored.

In the period of protracted economic crisis, due to the instability of the economic and financial situation at the enterprise, the application of strategic planning is a necessary component for the enterprise's entry into the foreign market.

Every enterprise must have activity goals and be able to achieve them. To date, the main problem of strategic planning at enterprises is the lack of correctly developed goals of the enterprise's activities in the main directions and strategies for their achievement.

In today's conditions, the development of an enterprise's comprehensive economic strategy should be a priority. Thus, if the foreign economic strategy is a set of rules and techniques, with the help of which the set goals of the enterprise's development are achieved, then the development of a comprehensive strategy for entering the foreign market includes both the set goals of activities in the main directions, and ways to achieve them. Successful business activity on the international market is primarily a correctly chosen strategy, correctly set mission, goals and objectives of the company [2].

This will allow the company to function effectively in the foreign market, which will lead to a leading position in the future and will provide an

opportunity to obtain excess profit. In connection with such an objective necessity, the management of the company faces the question of the need to develop a comprehensive strategy for the company's entry into the foreign market, which would give a positive result of activity on the international market [2].

Modern business activity on the foreign market requires the use of new methods of conducting foreign economic activity and ensuring its effective management. When entering the foreign market, the enterprise has many problems, such as: developing an effective strategic program, choosing a way to enter the foreign market, searching for a foreign partner for cooperation, and it is also necessary to take into account the risks that arise when conducting foreign economic activities. These problems are the most relevant today in the development of the enterprise [3].

The main areas of improvement of macroeconomic conditions of activity have been determined: creation of general conditions for the work of enterprises in accordance with the conditions of development, stimulation of progressive structural changes, restructuring of enterprises, acceleration of the implementation of international standards, change in the form of ownership of unprofitable enterprises, replacement of their management and owners, expansion of domestic demand, activation innovative activity, solving social problems of basic and related industries. The replacement of old equipment, the use of modern technologies and the introduction of a new quality system are also important measures for the implementation of this model [1; 3].

It is obvious that simultaneously with internal reasons, a number of external factors are acting, which determine the strengthening of competition in the sales markets. Among them, we note the following:

- 1) the active growth of demand for rental takes place primarily in those countries that are actively expanding their own production (China, India, Iran).
- 2) globalization processes lead to the consolidation of metallurgical companies, which, in turn, strengthens the position of such a large company due to expanding its presence in certain regional markets, strengthening the sales network, etc.;
- 3) the consolidation of companies, due to the inclusion of enterprises of various profiles, often contributes to the growth of intra-corporate supplies of certain types of products (hot-rolled coils, slabs, etc.);
- 4) the desire of companies to work mainly for product markets with high added value. A characteristic feature that affects competition in the

markets of high-tech products is the constant strengthening of quality requirements;

5) the share of world trade in the consumption of coal and especially coking iron ore is growing. The natural reason for the growing importance of world trade obviously lies in the uneven distribution of raw materials;

6) in recent years, the activity of companies to create vertically integrated structures, including raw materials divisions, has increased. This trend is characteristic both for the Ukrainian market and for world leaders [2; 3].

In order to more effectively achieve one's own goals, to gain and maintain positions on the domestic and global markets, it is necessary to implement a national policy integrated with the world both at the level of the enterprise and at the level of the entire industry.

Taking into account that the capabilities of the state are limited, the exit from the crisis and the accumulation of capital for the further transition to the innovative path should be carried out by the forces of the enterprises themselves, based on the available internal reserves.

Considering this, it is advisable to limit the role of the state to legislative efforts to ensure the activation of demand. Firstly, it is necessary to activate the demand in the domestic market. The experience of creating artificial demand is in the USA, which suffered from the Great Depression, Germany, which at a record pace restored the economy after the First World War, Japan, which was also faced with the need to rebuild the economy after the Second World War. Without resorting to the analysis of their method of action (the ratio of economic and coercive methods used by the then governments is the subject of a separate study), we note that the common feature of the economic policy of these states was the purposeful creation of a solvent demand for goods that could be produced in the country at that time [1].

The second direction of the state's efforts can be the creation of favorable conditions for the export of the most competitive goods. It is well known that the development of the economy is facilitated by the export of only such goods, the production of which creates significant benefit.

However, the practice of the functioning of the domestic economy shows that mostly semi-finished products are exported from Ukraine.

Therefore, the stimulation of exports with its existing nomenclature can be recommended as a temporary measure to revive economic activity, at least until the time when enterprises overcome the recession caused by the crisis and reach the previous levels of production. Therefore, we believe that the main measures for increasing competitiveness and improving the quality of export products are:

– support and development of production capacities, modernization and replacement of worn equipment, introduction of new technologies to improve the quality of iron ore raw materials;

– modernization and technical re-equipment of fixed assets, introduction of resource- and energy-saving technologies, including construction,

reconstruction and technical re-equipment, implementation of a set of measures to conserve energy resources, development of new technological processes of production preparation;

– fundamental and applied research of modern and promising world-class technologies, development of methods and scientific substantiation of the specific costs of material and energy resources for promising technological processes;

– development, research and improvement of measures to improve the ecological state of the environment, improve industrial safety and occupational health and safety;

– harmonization and optimization of technical standards for products with international standards, which will reduce the costs of enterprises for mandatory confirmation of conformity of export products, which amount to 3-5%. The isolated factors make it possible to predict a low rate of growth of export volumes due to structural transformations in the export industry by the state.

Therefore, the following areas of development of marketing activity are proposed, which can be implemented at the enterprise level:

1. Organization of activities for development of new and expansion of existing sales markets, attraction of new consumers.

2. Improvement of the system of organization of management of export activity. In modern conditions, the following elements of the system need to be developed - the marketing strategy of sales, the subsystem of product transportation, the economic justification of management decisions in the field of export activity of enterprises, which is based on a set of methods and techniques of analysis and evaluation of the efficiency of export activity.

However, it should be noted that unresolved problematic issues in combination with the conflict between large owners and the state are unlikely to allow Ukrainian enterprises to quickly occupy new niches of high-tech products [1-3].

References

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