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COMPETITIVE STRATEGY OF A CONSTRUCTION ORGANIZATION

The article provides an expanded analysis of the competitive strategy of construction organizations under modern economic conditions characterized by rapid scientific, technological, and managerial transformations. The construction sector today demonstrates accelerated development driven by the introduction of innovative materials, digital tools, and advanced construction technologies, which significantly intensify competition and require companies to revise their strategic priorities. In this context, the study examines contemporary approaches to evaluating the economic position of construction enterprises, identifying the determinants of their competitiveness, and formulating effective strategic models that ensure sustainable development in a dynamic market environment.

Particular attention is given to the role of strategic planning in strengthening a company's market position, optimizing resource allocation, and enhancing responsiveness to changing customer demands and macroeconomic fluctuations. The article emphasizes that the primary mission of any construction organization is not only to satisfy societal needs for high-quality construction services but also to ensure stable profitability and long-term financial resilience. Therefore, the ability to accurately assess internal capabilities and external factors becomes a critical component of forming a viable competitive strategy.

The research highlights the necessity for construction companies to adapt their competitive behavior to the realities of market volatility, increasing technological complexity, and intensifying competition at both national and international levels. Strategic tools such as market analysis, benchmarking, cost optimization, innovative project management, and customer-oriented service models are identified as essential elements of competitive advantage. The article concludes that the development and implementation of an effective competitive strategy enable construction organizations to enhance operational efficiency, expand market presence, and maintain competitiveness in rapidly evolving economic conditions.

Keywords: *construction, construction companies, competitiveness, strategy, competition*

Relevance of the research State economic policy, based on a new model of economic growth, requires the selection of priority areas for innovative development that enhance the competitiveness of economic sectors. In today's environment, it is strategically important to adopt scientific and practical measures that will ensure the dynamic development of construction production and the increased competitiveness of construction organizations through innovation.

Growth in innovative activity among construction organizations is becoming a key prerequisite for their long-term effective development, and the introduction of innovations, primarily technological ones, is a fundamental factor in enhancing the competitiveness of construction products.

Therefore, it is necessary to identify and develop scientifically sound theoretical and methodological approaches to improving the mechanism for enhancing the competitiveness of construction organizations, ensuring sustainable competitive advantages in the marketplace through increased innovation and the introduction of innovations into the production of competitive construction products.

Review of literary sources The concept of competitiveness attracts close attention of scientists and practitioners in various sectors of the economy, there are a large number of approaches to determining the theoretical foundations of competitiveness [1,2,6]. The construction sector is no exception, and accordingly, many works have been published in this scientific area devoted to the competitiveness of construction companies, including its management [3,7,9]. There are a number of publications that examine the impact of global trends on the construction industry, such as digitalization [8] or green transformation. Without denying the importance of existing developments, it should be noted that in the issues of generalizing the existing theoretical developments on the study of the competitiveness of construction companies, there are "blank" spots regarding the consideration of global trends (digitalization, environmental friendliness of construction, etc.) and the peculiarities of the transformation of the Ukrainian business environment in the conditions of a full-scale Russian invasion.

Problem statement. The purpose of the study is to evaluate and substantiate the competitive strategies of construction companies, taking into account the specific characteristics of the construction industry.

Presentation of the main material. Currently, the existing concept of competitiveness and market leadership of construction companies goes beyond the scope of traditional strategic management, including alternative strategies for sustainable operation. In this regard, it is possible to choose an alternative strategy for developing competition in the construction industry, which means that the strategy for increasing the competitiveness of construction organizations is a competitive strategy. Modern works on strategic management define the concept of "competitive strategy as a set

of rules and techniques that can be used by a company whose goal is to achieve and maintain competitiveness in a particular industry, capable of successfully resisting the negative impacts of all competitive forces in its industry, and occupying a competitive position" [2]. Competitive strategy can also be interpreted as a tool for achieving a comparative advantage in relation to other organizations in the construction industry, both domestically and internationally.

In economics, the concept of competitive strategy is used in an integrated approach to the activities of enterprises and organizations in a competitive market, taking into account the existing potential and consumer utility of the manufactured products [5]. And in this sense, the long-term development of a construction organization is carried out in the direction of sustainable positioning and satisfying market demand; Stimulating entrepreneurial initiative. Thus, competitive strategy as a process facilitates the solution of two classes of problems. The first class of problems involves a series of actions aimed at reducing current production costs, with the goal of increasing sales. The second class of problems activates the core activities of a construction company by leveraging its economic potential, primarily its innovative potential.

Therefore, it is necessary to develop a competitive strategy that takes into account structural changes in the economy, inflation, the increasing scale of innovation, capital expenditures for developing innovations, limited production resources and capacities, etc. Improving the competitive advantages of manufactured products requires setting goals and selecting a competitive strategy that takes into account the operating conditions, development prospects, and the actual capabilities of construction companies.

Competitive strategy, as the basis for organizational transformation, requires the development of strategic plans both at the management level of the construction organization as a whole and at the level of its divisions. However, the choice of a competitive strategy is the prerogative of the company's manager.

Strategic decision-making is based on two characteristics: irreversibility and the long-term nature of the consequences of decisions. At the same time, the economic potential of a construction company changes during strategic decision-making. At the same time, "there is a return to the previous state of company management, which requires a huge investment of time and resources. Decisions on how to utilize a construction company's economic potential should be considered tactical.

Decisions that determine the process of forming and changing economic potential should be classified as strategic" [1].

The study identified a problem: many construction organizations spend significant resources on maintaining their internal structure. However, ensuring stability can gradually lead to bureaucratization of management,

which can lead to a loss of competitiveness. Therefore, focusing the management apparatus solely on internal issues can reduce responsiveness to changes in the external environment, particularly consumer demand.

The need to address these issues requires an objective assessment of the possibility of increasing the competitiveness of construction products, taking into account the specific characteristics of the competitive environment of a growing market:

1. Assess the stabilization and/or decline in demand (supply) in the market;
2. Determine the increase in the intensity and aggressiveness of competition;
3. Organize the merger and/or acquisition of small enterprises by large ones (insolvency and high concentration of production);
4. Stabilize the level of price growth.

The competitive strategy of a construction organization is significantly influenced by the regional economic situation. In this regard, it is necessary to provide general approaches and requirements for developing a competitive strategy within the framework of strategic management and development of the construction industry. The main approaches and requirements in developing a competitive strategy include [9]:

- increasing the reliability and stable operation of construction organizations, strictly adhering to contractual (agreement) obligations;
- improving the quality of construction products and their operational readiness;
- changing the nature of constructed projects, adapting them to changing production conditions;
- ensuring break-even operations;
- mobility of construction organizations as an important factor in their competitiveness.

According to the above requirements for the activities of construction organizations, the objectives of their competitive strategy change significantly. A competitive strategy must be consistent not only with the goals of the construction organization, but also with environmental requirements (market dynamics, product life cycle, competitive advantages, and other factors); production potential; and the acceptable risk inherent in the strategy.

A construction organization's competitive strategy provides for the achievement of general goals:

- ensuring a stable position in the domestic market and the ability to enter foreign markets;
- improving financial condition;
- ensure operational reliability;
- establish a positive reputation in society.

An alternative strategy for developing competition in construction is to ensure the sustainability of a construction organization's competitive advantages, formed within the framework of a developed competitive strategy. Considering the listed characteristics of the competitive environment, we propose the following areas for developing a competitive strategy for construction organizations:

1. Focus on a specific market segment with the goal of creating and leveraging growth in a given segment within a stagnant market. Thus, in developing and mature markets, there are numerous segments and subsegments, among which one or two segments are growing faster, even in the absence of overall market growth or even in decline. Identifying a rapidly growing segment is important when focusing efforts on collecting and analyzing industry information to identify promising areas of activity and avoid stagnation. Applying this approach will provide the opportunity to achieve growth and profits by leveraging the competitive advantages of target markets.

2. Strive to introduce innovations that ensure non-price competition and stimulate demand, creating new market segments and a non-price competitive strategy. At the same time, differentiation through innovation will provide additional advantages.

3. Reduce costs to improve production and sales efficiency. If increased sales are not driving profit growth, it is necessary to increase marginal income and improve return on investment by reducing costs.

Thus, by attempting to create an innovative version of a construction product, it is possible to create a rapidly growing market segment, which will lead to increased competitiveness for construction organizations.

Thus, all types of competitive strategy can lead to the achievement of a long-term competitive strategic advantage for construction organizations. It should be noted that increasing the competitiveness of a construction organization is possible through the ability to operate in a competitive environment, maintaining its competitive position in the market through the production of competitive products. It is also important to consider that increased competition in the industry forces manufacturers to improve the quality of their products, which, in turn, increases the competitiveness of the construction organization.

Based on this assertion, the study is based on a reproductive-evolutionary approach focused on the constant renewal of production "in order to meet the needs of a competitive market with lower (compared to the best similar product on the market) total costs per useful effect, i.e., each new product must be better than a similar product from a competitor" [7].

To successfully position construction products, it is necessary to create a favorable external environment for the construction company, which can be formed through relationships with other market participants. In practice, construction companies employ various forms and methods of competition

that extend beyond traditional competition. The strategic goal of increasing a construction company's competitiveness is to develop additional market segments. Each construction company, in pursuing this goal, must identify competitors from whom it intends to gain market share.

There are two courses of action:

- the first action is an attack on the leading construction company;
- the second action is an attack on a weaker competitor.

A construction company can launch an attack on a leader if it has sustainable competitive advantages over the leader. Such an attack is possible with a tactical approach, as the construction company directly attacks the leader, and the competition will proceed according to the principle of "force against force." If a construction company attacks the leader's strengths rather than their weaknesses, then the economic potential of its competitors is crucial.

In the latter case, the construction company launches a "flank" attack on the leader in areas where the leader has weaker competitive positions. One such area may be selecting a region or market segment where the leader lacks a strong position.

Taking this into account, a comprehensive approach to achieving the strategic goal of growth in a competitive market can be proposed, where the construction company attacks across all areas of the competitor's operations. Therefore, the attacking construction company requires more resources to expand into all markets where the leader has a presence, with all types of products.

In practice, a "flank" attack is used, where the construction company does not directly attack the leader, but creates a new market, creating competitive advantages for the leader to become a leader. A common type of "flank" attack involves creating a substitute product or opening new geographic markets. A "bypass" attack can be used in the development and implementation of innovative technologies in the production of innovative products" [4].

The following approach, which is used as an attack during a temporary weakening of the competitive position of the strongest organization (market leader), is typical for medium-sized construction organizations that have the ability to differentiate their activities depending on market conditions.

The study revealed that the competitive environment of the emerging market has distinctive conditions necessary for increasing the competitiveness of construction organizations:

1. The market is open to participants.
2. There is some uncertainty in determining the preferred product for buyers.
3. Insufficient information about competitors and consumers, which influences the construction organization's choice of the optimal competitive strategy, production technology, and the attractiveness characteristics of construction products.

4. There are methods for reducing production costs and improving the quality of construction products by introducing innovations in production and organizational management, improving working conditions, and increasing productivity.

Conclusions Therefore, to enhance the competitive advantages of construction organizations, it is necessary to develop a competitive strategy that facilitates the establishment of a strong market position. Aggressive competition must be waged among strong competitors, which will lead to increased costs for promoting construction products and capturing a certain market share.

Construction organizations in a new market face higher costs in the initial stages of their operations compared to those that will arise as the market grows. Therefore, construction companies require financial support to overcome initial difficulties and achieve profitability. These conditions can complicate the decision to choose a strategy for increasing a construction company's competitiveness, given the current market competition.

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В.П. Лециньський Конкурентна стратегія будівельної організації

У статті наведено розширений аналіз конкурентної стратегії будівельних організацій у сучасних економічних умовах, що характеризуються швидкими науково-технологічними та управлінськими трансформаціями. Будівельний сектор сьогодні демонструє прискорений розвиток, зумовлений впровадженням інноваційних матеріалів, цифрових інструментів та передових будівельних технологій, що значно загострює

конкуренцію та вимагає від компанії перегляду своїх стратегічних пріоритетів. У цьому контексті дослідження розглядає сучасні підходи до оцінки економічного становища будівельних підприємств, визначення факторів їхньої конкурентоспроможності та формулювання ефективних стратегічних моделей, що забезпечують сталий розвиток у динамічному ринковому середовищі.

Особлива увага приділяється ролі стратегічного планування у зміцненні ринкової позиції компанії, оптимізації розподілу ресурсів та підвищенні чутливості до змінних вимог клієнтів та макроекономічних коливань. У статті наголошується, що основною місією будь-якої будівельної організації є не лише задоволення суспільних потреб у високоякісних будівельних послугах, але й забезпечення стабільної присутності та довгострокової фінансової стійкості. Тому здатність точно оцінювати внутрішні можливості та зовнішні фактори стає критичним компонентом формування життєздатної конкурентної стратегії.

У дослідженні підкреслюється необхідність для будівельних компаній адаптувати свою конкурентну поведінку до реалій ринкової волатильності, зростання технологічної складності та загострення конкуренції як на національному, так і на міжнародному рівнях. Такі стратегічні інструменти, як аналіз ринку, бенчмаркінг, оптимізація витрат, інноваційне управління проектами та моделі обслуговування, орієнтовані на клієнта, визначені як важливі елементи конкурентної переваги. У статті робиться висновок, що розробка та впровадження ефективної конкурентної стратегії дозволяє будівельним організаціям підвищити операційну ефективність, розширити присутність на ринку та підтримувати конкурентоспроможність у швидкозмінних економічних умовах.

Ключові слова: будівництво, будівельні компанії, конкурентоспроможність, стратегія, конкуренція