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Published First Online:

20.12.2024

Pages: 232-244

DOI: https://doi.org/10.37075/JOMSA.2024.2.06

MODELS FOR ASSESSMENT OF COMPETITIVE POSITIONS AND THE COMPETITIVENESS OF COMPANIES

ABSTRACT

In the context of globalization and digitalization, enterprises are faced with the constant maintenance of organizational advantages over other companies in the conditions of strong competition and an open market. An organization's resilience is determined by its strong competitive position and the approaches it uses to keep competitors at bay. It is extremely necessary for managers to establish the competitive positions of enterprises and take timely measures for their maintenance and improvement. For enterprises that already occupy strong market positions, competitor analysis helps them maintain their level, and for start-ups to take their share. An analysis of competitive positions helps determine the market leaders and enables "difficult" enterprises to achieve sustainability among their competitors. The main goal of this article is to propose a model for faster evaluation and establishment of the competitive positions of a group of enterprises from the same industry.

KEYWORDS: Competitiveness, Competition, Competitive positions, Enterprises, Market, Companies

JEL: D4, F1, L26

INTRODUCTION

In the process of business competition, every company occupies, defends and strengthens its competitive positions vis-à-vis consumers, suppliers, employees, competitors, etc. These positions are formed based on their legitimate interests and business objectives. By comparing competitive positions, it is possible to establish the extent to which enterprises are ahead of their competitors or behind them, and the strength of their competitiveness. Changes in competitor relationships are always evaluated against how the sales of each have changed over the period under review. The acquisition of a competitive position by a company affects the change in the level, as well as the possibility of realizing the competitiveness of subsequent competitive actions. Competitive positions should be perceived as a set of tools necessary to achieve goals and maintain high market positions.

1. LITERATURE REVIEW

Strong competition among enterprises arises because some of the larger and more developed organizations have the opportunity to better meet the needs of consumers and thus improve their market position. This is the biggest drive of smaller businesses to catch up or overtake strong competitors and improve their market positions. There are several driving forces of competition among businesses in the market:

- changes in the composition of consumers change the nature of competition;
- the development of technologies creates new opportunities for performing certain services at lower costs, reduces the volume of initial investments and the optimal capacity of organizations, improves feedback, etc.;
- the entry of large enterprises changes the balance of power between other organizations and the nature of competition;
- the spread of new ideas and innovations changes the market positions of innovative enterprises;
- the introduction of digitization and automation changes the sustainability of enterprises, and hence the balance of pricing and growing demand;
- changes in costs and profits lead to changes in the nature of competition, business organization and cost structure;
- rising inflation, martial law between certain countries and the post-covid situation are intensifying the struggle between businesses in the market. Because these are factors leading to uncertainty and risk, and this, on the one hand, leads to a change in the way of life of consumers, and on the other - affects the demand and supply of products in the market.

In the economic literature, the definitions of "competitive positions, competitiveness, competition, entrepreneurship and sustainability" have been proposed by various authors around the world. For the purposes of the study, it is necessary to present one comprehensive definition for the mentioned terms. The concept of "competitive positions" is based on the position of the enterprise among its competitors on the market, i.e. what position it occupies among other enterprises and the level of development.

The concept of "competitiveness" is comprehensively described by Asaul, Abaev and Gordeev (2007) and according to them "competitiveness is defined as the real and potential ability of companies in the existing conditions to design, produce and sell goods that are more attractive in terms of price and non-price characteristics for buyers of their competitors' products." Marikina's opinion is of interest, as according to her "competitiveness is an opportunity to maintain high levels of productivity of labor and capital, and through systemic innovations to achieve sustainable economic growth combined with an increase in real income of the population" (Markina, 2017, p. 25).

Another definition of competitiveness has been proposed by Porter, according to him "competitiveness is seen as the ways in which a country can be as productive as possible, which determines how far it can permanently improve the standard of living of the population." (Georgiev, 2014) According to Angelov, "competitiveness has many dimensions - potential for intensive sustainable growth with its inherent three pillars - economic, social and ecological; productivity of the factors of production; factor costs of production of a unit of final product;

quality (technical level) of manufactured products; reliability of products and services; structural characteristics of the economy in the broadest sense of this term; imitative and innovative potential of the economy; strong sensitivity to market signals and expeditious response; potential for rapid assimilation, dissemination and commercialization of technical and other innovations; loyal partnership in business relationships; combining private, state and public interests. Some of these aspects are subject to, and others are not amenable to quantitative measurement. (Angelov, 2005)

Analyzing the interpretation of the most common concepts of competitiveness, it is possible to establish some important characteristic features:

1) Competitiveness is a characteristic of both the actual and the potential state of an entity, reflecting both its current state and the dynamics of its development;
2) Variability is an integral part of competitiveness. The factors of competitive strength and success that ensure the competitiveness of a given business will not be factors for tomorrow's success of the same business. This means that on a daily basis the factors possess dynamism and variability;
3) Competitiveness is a relative concept. In other words, this means that the competitiveness of the enterprise can be discovered or assessed only within a group of economic entities engaged in a similar type of economic activity. Competitive positions can only be identified by comparing business entities to each other, both regionally and nationally;
4) The relative characteristics of a certain phenomenon always determine the level of development. Therefore, the most difficult thing is to assess the level of competitive positions, that is, to identify the characteristics of the advantage;
5) The competitiveness of the enterprise reflects its difference from competitors for a long period of time, it means that it has a strategic character;
6) Competitiveness should be presented as a plan that should be analyzed at different levels. The basic level is the competitiveness of the enterprise's products, the next level is the competitiveness of the business entity, i.e. comparing the company with other companies in the same industry. A third level could be an assessment of marketing as part of competitiveness;
7) The competitiveness of the enterprise is assessed both by market users and by enterprises interested in mergers, share purchases, joint activities, logistics, etc.;
8) Dynamics in concepts of competitiveness are “determined by the development of society” (Nedelcheva, 2019, 37).

Based on the listed characteristics, competitiveness is defined as the main category. An important condition for the analysis and evaluation of the competitive positions of the enterprise is to identify the relationships between the factors of competitiveness and the composition of the elements of the competitive positions. When assessing the competitiveness of enterprises, two main approaches can be used:

- ✓ The first approach is to make the overall assessment equal to the competitiveness of the products and the organization itself;
- ✓ The second way is to equate the assessment of competitiveness with the assessment of the production efficiency of the given enterprise.

Initially, these two approaches have a close relationship and similarity between them, but the difference is in the evaluation of production efficiency and the evaluation of products. The competitiveness of products can be evaluated and studied in a very short period of time - a month, a week, a day, as they are taken into account - price, quality, content, demand. It is characteristic of this evaluation that each product is evaluated separately. When determining the competitiveness of the enterprise, a longer period of time is analyzed, i.e. year, product life cycle etc. To evaluate the production efficiency or "new products" produced by the enterprise, the evaluation could be previously inflated because it is related to a good image of the organization as a producer of high quality products. The competitive positions of the enterprise cover the overall analysis and evaluation of the manufactured products, the competitiveness of the organization itself, the innovative production models and the updated products. “An accurate assessment is the first step towards building an appropriate managerial policy”. (Ivanova, 2024, p.305).

2. METHODOLOGY

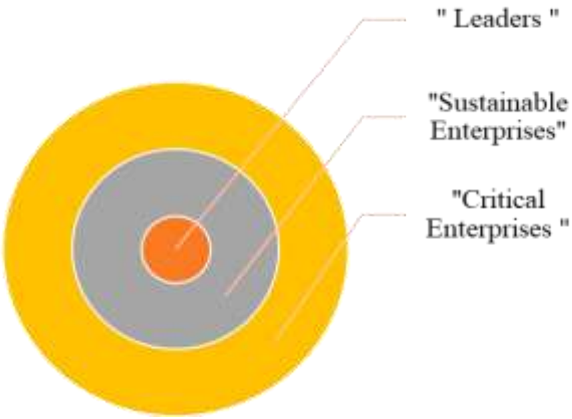
The main research methods used in the development are content analysis, method of analysis and synthesis, survey. The research carried out in the present development is aimed at small and medium-sized enterprises, with the aim of establishing a group of enterprises with the same subject of activity, the competitive level and the loan group. The first stage of the study is aimed at creating a model for competitive positions of strategic groups of enterprises. The second part is aimed at conducting a questionnaire to the managers of the enterprises, the data of which is described in Table 1. After that, a mathematical model was made to calculate the final assessment necessary for the positioning of the enterprises.

3. RESULTS

Assessment of The Competitive Positions of Enterprises Through a Strategic Group Map.

For the purposes of the research, it is necessary to analyze Asaul's opinion on “evaluating competitive positions using a strategic group map”. (Asaul, 2007, p.280) The strategic group map brings together enterprises with similar competitive strategies and close market positions. Grouping enterprises into groups allows for easier analysis of the characteristics of competition and to determine the strength of competitive pressure and the potential income of organizations from the same group. When changing the positions of the enterprise from one group to another group, the competitive pressure increases and the competition increases. (See Figure no 1. Strategic Group Model).

Figure 1. A model of competitive positions of strategic groups



Source: Adapted from Asaul, A.N., Abaev, H.S. & Gordeev, D.A. (2007). Evaluation of competitive positions of subjects' perceptions, ed. St. Petersburg: "ANO IPEV"

Figure 1 shows that leader enterprises are located in the core, as these are enterprises with the strongest competitive positions. Sustainable enterprises are sustainably functioning business organizations, and the last peripheral circle is occupied by enterprises that have negative added value, low turnover, low productivity, etc. This means that the closer the strategic groups are to the market leaders, i.e. to the core, the more significant the competition between them. Also, the difference between the competitive positions of the three strategic groups will increase if they do not possess sources of competitive advantages, i.e. an enterprise from critical can become a leader, but it can also leave this group if its competitive advantages are reduced. It is for this reason that it is necessary for each group of enterprises to have a set of ideas for maintaining or increasing their competitive positions. For example, the three strategic groups may possess the following forms of self-preservation and self-development:

- Leaders - the enterprises occupying a strong position. A very high capital investment in innovation is required to maintain its market position among the leaders;
- Sustainable enterprises - the maintenance of the position is ensured by self-financing and self-improvement, since when moving to a leadership position, very large additional investments are needed compared to the income received from production activities;
- Critical enterprises - to develop stability it is necessary to invest in small portions of capital to obtain a gradual return of an acceptable profit without taking risks. In this way, they will gradually move to the middle position.

Another interesting grouping of strategic groups is presented by Stoyanova, who, according to her, "the distinguishing characteristics of companies from a strategic group are expressed in the similarity of applied strategies, similarity in terms of built competences, as well as external characteristics (e.g. market share). The stages through which the formation of a strategic group passes consist of - the selection of grouping criteria, R&D costs, product prices and the formation of strategic groups." (Stoyanova, 2010, p.280)

The assessment of the competitive positions of enterprises is possible based on the creation of a system of factors and a proper analysis of the results. In his work, Asaul defines five groups of competitiveness indicators, which are used as "factors for the competitive positions of enterprises within the framework of the concept of strategic groups": (Asaul, 2007)

- ✓ group competitiveness indicator by coefficient of competitiveness of products;
- ✓ group indicator of competitiveness by production efficiency factor;
- ✓ group indicator of competitiveness by coefficient of efficiency of financial results;
- ✓ group indicator of competitiveness according to the coefficient of effectiveness of marketing (market) activities;
- ✓ group indicator of the market attractiveness factor.

The competitive positions of enterprises largely depend on their resource potential, or more precisely on the competitive significance of their resources, which create a sustainable competitive advantage. The significance of products can be determined by the following criteria:

- Duration of use – the longer a certain product is used, the higher its value;
- Uniqueness – the fewer replicas it has, the higher value it has;
- Production duration - the slower it is produced (time, costs, labor, quality), the higher its competitive value.

On the other hand, the presence of competitive resources could be realized in the form of key competences (such as a set of skills, knowledge, know-how, technology, innovative experience), valuable tangible and intangible assets, organizational resources and qualified personnel, constituting intellectual capital of the organization, partnership and fruitful cooperation, etc. Successful leaders with their skills, although they are not sufficient conditions for the company's competitiveness, are important and necessary conditions in the complex and mobile market environment" (Kalaydzhieva, 2024). The clearest and most accurate method of analyzing indicators to determine the ability of organizations to occupy and maintain competitive positions in the market consists of the following indicators:

1. Management level:
   - Quality of management;
   - Quality of planning;
   - Qualification of employees.
2. Technological indicators:
   - Innovative equipment, technological security, etc.;
   - Level of digitization;
   - Quality of products.
3. Financial indicators:
   - Income;
   - Cost recovery;
   - Contingency funds.

The listed indicators may change and vary depending on the enterprise and its market niche, as well as market position. It is important to emphasize that the competitive position of a given enterprise can change under the influence of:

- ➢ The time factor and the speed of production;
- ➢ The competitive potential of the organization;

➢ Dynamics in profitability.

For the purposes of the research, a study was conducted to establish the market positions between groups of enterprises with the same subject of activity. The indicators listed above (management, financial indicators and technical indicators) were used for the assessment, and each of them was evaluated on a scale from 1 to 5. The enterprises are 12 from the Blagoevgrad region were analyzed in the period 01.01.2024 to 01.20.2024 The evaluations cover the analysis of reporting data information for each enterprise in the past year 2023, and the resulting evaluation is agreed with the managers of the organizations. Table No. 1 presents the enterprises and their evaluations according to the relevant indicators.

Table 1. Assessments of enterprises according to the indicated indicators

№	Company name	Management level			Technological indicators			Financial indicators			Overall assess ment
		Quality of management	Quality of planning	Qualified employees	Innovations	Digitization	Product quality	Income	Does not cover costs	Funds for unexpected expenses	Arithmetic mean score
1	"Joy-2018" Ltd	4	5	4	3	5	5	3	3	2	3.78
2	"Comport Management" Ltd	5	4	4	4	2	3	4	4	4	3.78
3	Elite Design Ltd	4	3	2	4	4	3	3	2	1	2.89
4	"Regnum Services" Ltd	5	4	3	4	5	5	5	4	4	3.89
5	"Balkanholid-ease" JSC	3	3	2	1	2	3	3	1	1	2.11
6	"Three Build" Ltd	4	4	5	5	3	4	3	3	1	3.56
7	"Snow Set" Ltd	4	3	2	4	4	3	3	2	1	2.89
8	"Yulen" JSC	3	3	2	1	1	2	5	1	1	2.11
9	"Astra Nea" Ltd	4	4	4	4	3	3	4	4	3	3.67
10	"Inter Bansko" Ltd	4	4	3	5	4	4	5	1	1	3.44
11	"B. Management" Ltd	5	4	2	3	3	2	2	2	1	2.67
12	"Pirin HD" Ltd	3	3	2	1	2	3	3	1	1	2.11
13	PelletPirin Ltd	2	2	1	1	1	1	1	2	1	1.33
14	"Victoria" Ltd	1	1	2	2	2	1	1	1	2	1.44
15	"Pirin Hill" Ltd	1	2	1	1	1	1	1	1	1	1.11
16	"Hotel-Serv" Ltd	1	1	2	2	2	1	1	1	2	1.44
17	"Durchov i SIE" Ltd	2	2	2	1	1	1	1	1	1	1.33
18	HotelsIndustry Ltd	1	1	1	2	2	2	2	1	1	1.44

Source: author's research

Based on the data in the table, the following two groups of enterprises are distinguished:

Group 1 - enterprises No. 1, 2, 4, 6, 9, 10 - with ratings between 3-4 - LEADERS

Group 2 - enterprises No. 3, 5, 7, 8, 11, 12 - with ratings between 2-3 – SUSTAINABLE

Group 3 - enterprises No. 13,14,15,16, 17, 18 - with ratings below 2 - CRITICAL

It is also necessary to separate estimates for the three main categories of indicators for the two groups of enterprises separately. Calculation of the final score of the indicator is calculated by adding up all the individual scores and dividing by the number of enterprises. The resulting score is divided into three subcategories to obtain a score from 1 to 5.

Management level – this category includes the summation of the ratings from the three subcategories for the 6 enterprises. The 6 evaluations for the quality of the management, for the quality of planning and the qualified employees in the enterprise are summed up. For example, for the first investigated company "Joy-2018" LTD, the ratings are - 4+5+4= 13, thus summing up the rest of the ratings as follows:

The assessment of the first group of enterprises is:

$$13 + 13 + 12 + 13 + 12 + 11 = 74 \div 6 = 12.33 \div 3 = 4.11$$

The calculation of the assessment is identical for the second group of enterprises, namely:

The assessment of the second group of enterprises is:

$$9 + 8 + 9 + 8 + 11 + 8 = 53 \div 6 = 8.83 \div 3 = 2.94$$

The calculation of the assessment is identical for the third group of enterprises, namely:

$$5 + 4 + 4 + 4 + 6 + 3 = 26 \div 6 = 4.33 \div 3 = 1.44$$

Technological indicators - this category includes the summation of the evaluations from the three subcategories for the 6 enterprises. The 6 evaluations for the level of innovation (created by the enterprise and implemented in the activity), level of digitization in the activity of the enterprise and quality of production of the products with the available technology are summed up. For example, for the first investigated company "Joy-2018" LTD, the ratings are - 3+5+5= 13, thus summing up the other ratings of the other enterprises as follows:

The assessment of the first group of enterprises is:

$$13 + 9 + 14 + 12 + 10 + 13 = 71 \div 6 = 11.83 \div 3 = 3.94$$

The calculation of the assessment is identical for the second group of enterprises, namely:

The assessment of the second group of enterprises is:

$$11 + 6 + 11 + 4 + 8 + 6 = 46 \div 6 = 7.67 \div 3 = 2.56$$

The calculation of the assessment is identical for the third group of enterprises, namely:

$$3 + 5 + 3 + 5 + 3 + 6 = 25 \div 6 = 4.17 \div 3 = 1.39$$

Financial indicators - this category includes the summation of the evaluations from the three subcategories for the 6 enterprises. The 6 estimates for income, ability to cover expenses and availability of funds for unforeseen expenses are summed up. For example, for the first investigated company "Joy-2018" LTD, the ratings are - 3+3+2= 8, thus summing up the other ratings of the remaining enterprises as follows:

The assessment of the first group of enterprises is:

$$8 + 12 + 13 + 7 + 11 + 7 = 58 \div 6 = 9.67 \div 3 = 3.22$$

The calculation of the assessment is identical for the second group of enterprises, namely:

The assessment of the second group of enterprises is:

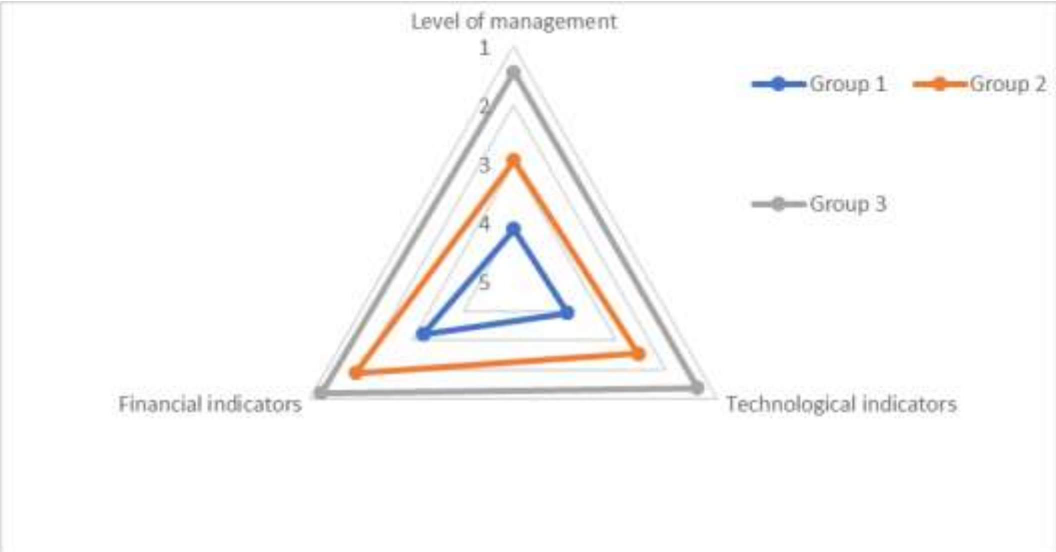
$$6 + 5 + 6 + 7 + 5 + 5 = 34 \div 6 = 5.67 \div 3 = 1.89$$

The calculation of the assessment is identical for the third group of enterprises, namely:

$$4 + 4 + 3 + 4 + 3 + 4 = 22 \div 6 = 3.67 \div 3 = 1.22$$

After the final estimates have been obtained, it is necessary to compare the two groups of enterprises, which will show the competitive positions. As a result of the calculations, the figure graphically reflects the information in the table. This can be seen in the following figure no 2.

Figure 2. Comparison of the competitive positions of the three groups of enterprises according to the indicated categories of indicators



Source: Author's research

Figure 2 shows that there is a clear division between the three groups of companies and their competitive position. Group 1 (blue axis - to Leaders) are the enterprises occupying better competitive positions than group 2 (orange axis - referring to Sustainable enterprises. The third group of enterprises are the so-called critical and are on the gray axis. The data obtained after the final evaluation and the figure defend the theory of Figure no 1.

4. DISCUSSION

In the course of the research, main problems were identified, which are an obstacle to the effective assessment and self-assessment of enterprises. Such as:

- today's economic environment can be characterized as unstable, risky and criminogenic;
- insufficient self-determination and self-assessment of the organization's development;
- some of the organizations are primarily focused on production and financial strategy rather than innovation or entrepreneurship;
- obsolete and depreciated machinery, vehicles or equipment;
- lack of information on development, through European projects concerning competitiveness and innovation in business, etc;
- sluggish management and lack of motivation.

Based on the data presented in Table 1 and Figures 1 and 2, it is possible to determine how the driving forces and competitive pressures between enterprises directly affect strategic groups. Companies from strategic groups exposed to negative influence may try to switch to a group with a more favorable position. The effectiveness of such a move depends on the barriers to entry in the chosen group. Attempts by competing companies to move into another strategic group almost always increase competition and struggle between them.

Factors such as digitization, artificial intelligence, automation, the emergence of strong innovations, changes in the degree of training and qualifications of employees, government regulations and norms, etc., can have an influence on the competitive positions of small and medium-sized enterprises. Filipova write, that “in the modern globalization is characterized by a systemic change in the dynamics of the world economic system, and success today is largely determined by the complex combination of the elements of knowledge, the integration of these factors and technologies, the pooling of capital, information and intellectual resources”. (Filipova, 2012, p.8) “Successful outcomes could be achieved through fortifying the sub-regional details supplied by SMETs in the economic sector and adhering to the dynamics of critical elements (management, sustainable growth, capacity building)” (Kiryakova-Dineva, Bozhkova, 2021, p.77).

Digitalization reveals serious opportunities for the “company in the use of specialized software packages with the help of which company tasks of different nature and complexity are solved” (Kalaydzhieva, 2023). According to some scholars, “digitalization displaces traditional approaches, management concepts and strategies, requiring the application of innovative and strategic behavior, imposing the need for deeper analysis, research and optimization of competitive positions”. (Filipova, Yaneva, Mierlus-Mazilu, 2023) Digitization and innovation has a key role in strengthening the competitive positions of small and medium-sized enterprises (SMEs). They offer numerous opportunities to optimize processes, expand the market and improve customer interaction. Such as:

1) Improving efficiency and productivity:

   - Automation: By implementing business process management software, SMEs can automate repetitive tasks such as accounting, warehouse management and order processing;
   - Digital tools: Using communication and collaboration tools, such as Slack or Microsoft Teams, facilitates teamwork and increases productivity.

2) Cost reduction:

- Cloud services: Access to cloud services reduces the need for investments in hardware and maintenance of IT infrastructure;
- E-commerce: Digitization allows SMEs to set up online stores with lower maintenance costs compared to physical stores.

3) Market expansion:

- Online presence: Digitization allows SMEs to reach global markets through websites and social media;
- Online Marketing: Through digital marketing strategies such as SEO, PPC and social media, businesses can attract new customers and increase sales.

4) Improving customer service:

- CRM systems: Using CRM systems allows businesses to better manage customer relationships and personalize communications. (Customer Relationship Management);
- Data analytics: Digital data analytics platforms help SMEs better understand customer behavior and tailor their offerings.

5) Accelerating innovation:

- Rapid deployment: Digital technologies allow SMEs to test and deploy new products and services quickly and at lower costs;
- Agility: SMEs can be more agile and react quickly to changes in the market environment, thanks to the easier management of projects and processes through digital tools. (Agility - a term that refers to the ability of an organization or system to respond quickly and effectively to changes in the environment in which it operates. This includes adapting to new requirements, technologies or market conditions with minimal time and effort. In the context of business and management, agility is important to maintain competitiveness and sustainable growth.)

6) Improved competitiveness:

- Benchmarking and analysis: Digital tools allow SMEs to monitor their competitors and perform market analysis, which helps them position themselves better;
- Innovation models: The use of new technologies such as AI and IoT can create new business models and products that provide a competitive advantage.

7) Challenges and risks:

- Cyber Security: With increasing digitization, cyber security is becoming a critical aspect that needs to be managed effectively;
- Training and skills: SMEs need to invest in staff training to take full advantage of new technologies and tools.

Filipova, Yaneva and Ion, write that “the dynamics of modern business development, related to the search for ways for future growth and innovation opportunities, improvement of the economic condition of enterprises and their competitiveness, determines the need for its digital transformation.” (Filipova, Yaneva & Ion, 2023) Evaluating the competitive performance of market participants based on the size of their competitive positions in relation to competitors is the most important characteristic of the results of their participation in business competition. Each market participant forms his own position in relation to each competitor, seeks to occupy and defend it in competition with him. These positions should record the relative position of market participants as competitors.

CONCLUSION

In today's world of dynamically developing business relationships, theories and formulas for success change at lightning speed. If until now a company has followed a safe and established path for the development of its activity, this does not mean that it will continue to be successful in the future. In most cases, flexibility and vigilance are needed to keep the enterprise in the necessary competitive positions it is aiming for. In contrast to previous years, when the strategies of enterprises mainly emphasized the optimal use of resources and economies of scale, modern surveys of the business environment show that enterprises are increasingly aware of the importance of innovation and new technologies for their growth and competitiveness in the economy, which determines their competitive position.

Based on the literature review and the research conducted, the following conclusions can be drawn:

First, competitive positions refer to a firm's place or rank relative to its competitors in a given market or industry. This includes the firm's ability to compete effectively with other firms and maintain or increase its market share. Some of the factors that affect competitive positions include:

- Prices of products or services: The company can offer lower prices than competitors;
- Quality and Innovation: The introduction of new and improved products or services that meet customer needs;
- Marketing and branding: Effective marketing strategies and a strong brand can attract and retain customers;
- Customer service: A high level of service can create loyalty among customers.
- Cost efficiency: A company's ability to manage its costs more effectively than competitors.

Second, in order to categorize small and medium-sized enterprises in a country's economy, it is necessary to use the strategic group map method. Strategy Group Map is a tool for analyzing the competitive environment in an industry. It classifies enterprises into groups based on similarity in their competitive strategies and market positions. The main purpose of the Strategy Group Map is to help firms and analysts understand how different strategies and positions of competitors affect the industry as a whole.

In today's market environment, no enterprise could afford to ignore the real and potential opportunities of its competitors. Long-term success in the fight against competition is rooted not only in knowing the actual capabilities of competitors, their characteristic reactions, but also in building competitive advantages and improving competitive positions. Changes in the market situation force enterprises to update their reactions, but adequately and at a faster pace than their competitors. A key element in such a situation is the skillful management of competitive advantages and constant improvement through innovation to maintain competitive positions.

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