

STRATEGIC PRIORITIES OF THE MOBILE OPERATOR «VODAFONE» IN THE TELECOMMUNICATION MARKET OF UKRAINE

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The article examines the state of the telecommunications market of Ukraine and determines its structure. The authors identify the main characteristics of the telecommunications market and highlight the key focus of the company's strategy. A SWOT-analysis of the company's activities was conducted and recommendations for overcoming problems and implementing existing opportunities were developed.

Based on the SWOT-analysis, it was found that company "Vodafone - Ukraine" does not use its technical potential and the potential of the global brand Vodafone at full capacity. A number of shortcomings have been identified that significantly affect the overall performance of the company: unclear demarcation of the two existing brands - MTS and Vodafone, which leads to a distorted level of customer loyalty; reduction of loyalty to MTS due to closing of tariffs for connection of private subscribers on prepaid terms, and increase of prices for current tariffs; low level of "immunity" of customers, high readiness to change the operator. All this causes a gradual decline in customer confidence in the company, which leads to a loss of competitive position in the telecommunications market of Ukraine.

The authors conducted a marketing research of the consumer satisfaction, in order to understand the situation in the Ukrainian market in terms of customer preferences and the need for services of mobile operators. The following aspects were investigated: operator's reputation; customer care; clarity of write-offs; service in sales offices; mobile application; personal account on the site; operator's website; voice quality; support service; quality of mobile internet; set of tariffs and additional services; cost of services. Based on the results obtained, the company is recommended to continue the investing in research and development of new and existing products and services, which will increase the company's market opportunities and increase the customer base.

Based on the results of the research, the following key focuses of the strategy of Vodafone brand promotion in the Ukrainian market have been developed: leadership; digital; the best retail chain stores. The main focus of the strategy of "Vodafone - Ukraine" 2019-2021 - outpacing business growth. This growth is called outpacing, because it must occur faster than the growth rate of the traditional telecommunications market. Leading growth in the telecommunications industry can be achieved when a company develops its own digital ecosystem, attracting partners with digital competencies in demand from customers.

Having identified and evaluated the main competitors, a competitive strategy was developed, through which the company will be able to gain a competitive advantage by offering goods and services of higher consumer value. The formation of a "strategic set" (a system of strategies of different types for a certain period of time), which reflects the specifics of the operation and development of the enterprise, the level of its claim to a place and role in the external environment.

It is concluded that the implementation of strategic priorities will increase the company's gross income, increase its competitiveness and strengthen market position in a highly competitive environment.

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