

SECTION «ECONOMIC SCIENCES»

DEVELOPMENT OF THE COMPETITIVE POTENTIAL OF PUBLISHING AND PRINTING ENTERPRISES AS A RESULT OF EU INTEGRATION

Volodymyr Bazyliuk¹

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Abstract. The paper reveals the theoretical and applied principles of developing the competitive potential of publishing and printing enterprises in the context of integration into the European Union. It is substantiated that in the modern external economic environment, the development of such enterprises increasingly depends on their ability to adapt to new market requirements, improve internal management, improve product quality, expand innovative activity and strengthen personnel, production, financial and marketing potential. Scientific approaches to interpreting the essence of the competitive potential of an enterprise are generalized and it is determined that for the publishing and printing sector it reflects not only the availability of resources, but also the ability to effectively combine them into a single direction of sustainable development. It was established that integration into the European Union creates for enterprises in this industry both new opportunities related to modernization, expansion of market interaction, raising professional standards and strengthening the quality of the business environment, and new challenges caused by increasing competitive pressure, the need for systemic renewal and the need for deeper adaptation to modern operating requirements. Particular attention is paid to the characteristics of factors affecting the development of the competitiveness of the potential of publishing and printing enterprises, as well as to the identification of the main obstacles, including insufficient technological modernization, limited managerial flexibility, the need for

¹ Doctor of Economics, Professor,
Head of the Department of Management and Marketing in Publishing and Printing,
Lviv Polytechnic National University, Ukraine
ORCID: <https://orcid.org/0000-0002-8627-1105>

professional growth of personnel and the need to strengthen marketing orientation. According to the results of the study, it was concluded that increasing the competitiveness of the potential of these enterprises should be based on the balanced development of all key components of their activities, on the strategic sequence of management decisions, on the implementation of solutions based on applied digital technologies, on the renewal of the production base and on the formation of the ability to long-term operation in the European economic space. Therefore, this study confirms that the development of the competitive potential of publishing and printing enterprises is an important prerequisite for their sustainability, modernization, and strengthening of positions in the process of integration into the European Union.

Introduction

The relevance of the topic of developing the competitiveness of publishing and printing enterprises as a result of integration into the European Union is due to profound changes in the external economic environment, in which the enterprises of our country need not only to maintain their own positions in the domestic market, but also to adapt to the new rules of functioning in the European space. The introduction of closer economic, regulatory and production ties with the countries of the European Union intensifies competition, opens access to a wider range of consumers, partners and suppliers, while requiring business entities to have a higher level of quality, flexibility and innovation. For publishing and printing enterprises, such a trajectory is especially important, since they operate in an area where production, information, cultural and communication components are combined. Under such conditions, competitiveness can no longer be considered only as the ability to offer cheaper products, since the speed of order fulfillment, compliance with European standards, the manufacturer's reputation, technological equipment and the ability to form long-term partnerships are becoming increasingly important. That is why research into the development of the competitiveness of the potential of such enterprises appears as an important scientific and applied direction, which provides an opportunity to form a basis for strengthening their market positions. The importance of the specified topic is enhanced by the fact that publishing and printing enterprises are currently operating in conditions

of significant transformation of demand, when approaches to the creation, printing, promotion and distribution of products are changing. Integration into the European space often stimulates the renewal of the technical and technological base, the introduction of modern production approaches, the use of solutions based on applied digital technologies, the automation of individual operations, and the increase in the accuracy and efficiency of management processes. At the same time, for effective competition, it is not enough to simply purchase new equipment, since the ability of an enterprise to comprehensively use its full potential, namely personnel, innovation, production, financial, marketing and organizational, becomes much more important. In such conditions, the development of competitiveness reflects not a separate local result, but the systemic ability of an enterprise to adapt to changes, improve the quality of printing products, ensure the stability of costs and revenues, and also quickly respond to new customer needs. Therefore, the importance of the topic lies in the fact that it is associated with the search for mechanisms for transforming existing potential into real competitive advantages that can ensure sustainable operation of enterprises in the long term. The topic acquires special significance due to the fact that the publishing and printing industry performs not only an economic, but also a socio-cultural function, since it ensures the dissemination of knowledge, education, scientific information, cultural products and socially important communication. In this regard, the development of the competitive potential of such enterprises directly affects the information stability of society, the availability of high-quality printed products, support for national book publishing and the formation of an intellectual environment. Integration into the European Union provides new opportunities for participation in international publishing projects, participation in European fairs, expansion of sales channels, exchange of experience and production practices, as well as attracting investments in the modernization of enterprises. At the same time, such integration increases the requirements for the content quality of products, printing performance, compliance with intellectual property rights, environmental safety of production and compliance with European business standards. That is why scientific substantiation of ways to develop the competitive potential of publishing and printing enterprises is necessary so that the economic development of this industry is combined with its cultural and social mission.

The topic is no less important from the point of view of human capital development, management culture and organizational modernization of enterprises. Competitiveness of potential is not formed automatically as a result of entering new markets, as it requires professional management, strategic vision, high-quality planning, an effective system of personnel motivation, readiness for training and rethinking of traditional approaches to production activities. Integration into the European Union increases the requirements for employee competencies, the level of management transparency, the ability to work according to international standards of quality, environmental friendliness and business ethics. In such conditions, publishing and printing enterprises must develop not only the material and technical basis, but also the internal management environment, corporate culture, communication mechanisms, a system of evaluating work results and strategic control tools. The relevance of the topic in this aspect is that it provides an opportunity to reveal the relationship between the quality of management and the level of realization of the enterprise's potential, as well as to substantiate those areas of improvement that will have the greatest effect in the process of integration into the European economic space. In conclusion, it is worth emphasizing that the topic of developing the competitiveness of the potential of publishing and printing enterprises as a result of integration into the European Union is important at the same time for science, business and government authorities, since it covers a wide range of issues related to the modernization of production, improving product quality, strengthening market positions, developing innovative activity and ensuring the sustainable functioning of the industry. Its research provides an opportunity to form substantiated approaches to increasing the efficiency of resource use, identifying growth reserves, defining promising development strategies and adapting enterprises to new competitive realities. At the same time, such a topic has a broader significance, since competitive publishing and printing enterprises contribute to the development of the national information space, support the educational and cultural product, create added value, provide jobs and strengthen the position of our country in the European economic environment. That is why the chosen topic is timely, practically significant and requires in-depth scientific study.

Thus, the general relevance of the topic lies in the fact that it combines the economic, managerial, technological and social directions of development

of publishing and printing enterprises in the process of their rapprochement with the European environment. Its importance is due to the need to increase the ability of enterprises to adapt, modernize, professional growth and form sustainable competitive advantages. In such conditions, the study of this topic provides an opportunity to understand more deeply how the potential of an enterprise can be transformed into a real factor of development, how to strengthen its internal capabilities and how to ensure more confident functioning in the space of the European Union. That is why the topic of developing the competitiveness of the potential of publishing and printing enterprises as a result of integration into the European Union is timely, meaningfully important and one that requires thorough scientific study.

The scholarly discussion on the competitiveness of publishing and printing enterprises has developed at the intersection of industrial transformation, digitalisation, market integration, and strategic adaptation. In the European context, this discussion is especially important because the publishing and printing sector has been shaped by the gradual reconfiguration of production systems, cross-border market openness, and the changing role of cultural industries in the knowledge economy. For example, Akyıl [1] considers the printing industry in the European Union as a sector influenced by structural change, technological modernisation, and competitive pressure. Kovač [7] draws attention to broad patterns in European book production and consumption, showing that publishing industries across Europe are shaped by uneven market capacities, diverse cultural traditions, and differentiated consumer demand. Maciejewski [8] analyses European book markets in the context of the digital single market and shows that the transformation of the regulatory and commercial environment creates both opportunities and tensions for publishing actors. In a related way, Tomašević and Despot [13] explore the impact of the European single market on e-books and discuss the implications for publishing industries in smaller countries. De Prato [4] describes the book publishing industry as one of the sectors most strongly affected by digitisation, especially in terms of production, distribution, and consumption of content. Benghozi and Salvador [3] deepen this discussion by focusing on research and development processes in creative industries and by showing how digital investment strategies influence the book publishing sector. Mejtoft [9] discusses strategies for successful digital printing and emphasises the importance of customer orientation, production

flexibility, and the adaptation of business processes to new technological realities. Later, Mejtoft [10] analyses vertical integration in the Swedish commercial printing industry and shows that moving closer to customers may strengthen the firm's market position by improving responsiveness and control over value creation. Although Joseph [5] studies the United States book industry, the issues addressed in that work, including competition, technological innovation, and structural change, are highly relevant for European enterprises because they reflect broader sectoral tendencies linked to concentration, market restructuring, and innovation pressure. Khan and Luiz [6], writing on the declining printing industry, propose diversification, consolidation, and internationalisation as key strategic responses. Ainul Azyan et al. [2] analyse the success factors and barriers related to lean implementation in the printing industry and show that organisational culture, managerial commitment, workforce engagement, and process discipline are critical to operational improvement. Alazzam et al. [11] examine the development of information models for e-commerce platforms in the context of global digitalisation and legal compliance. Although their study is broader than the publishing sector, it offers useful implications for publishing and printing enterprises that increasingly depend on digital channels for sales, communication, and customer interaction. Zybareva et al. [12] focus on the organisational and economic mechanism of attracting digital technologies into the innovation activity of companies under international competition. Their conclusions are highly relevant for the present topic because they underline that digital transformation is not an isolated technical event. Rather, it requires a coordinated organisational and economic mechanism that supports innovation, competitiveness, and adaptation to global market pressures. Gustafsson and Lazzaro [14] examine how cultural and creative industries in Europe respond innovatively to major societal challenges. Their work is particularly valuable because it frames innovation not merely as a commercial necessity, but as a broader adaptive response that combines resilience, creativity, and institutional adjustment. This broader perspective helps explain why publishing and printing enterprises should not be analysed solely through the lens of manufacturing economics. They are also part of the cultural production system, where the ability to respond to social, technological, and regulatory change becomes essential for long-term sustainability. In this regard, Kovač [7], De Prato [4], and Gustafsson

and Lazzaro [14] collectively support the view that competitiveness in this field is shaped by a complex interaction between market logic and cultural function. This is especially relevant in the European Union, where integration involves not only economic openness, but also participation in a shared cultural and regulatory space.

**1. Theoretical Principles of Developing the Competitiveness
of Publishing and Printing Enterprises
in the Context of Integration into the European Union**

The development of the competitive potential of publishing and printing enterprises should be considered as a complex and multi-level process, encompassing not only increasing the efficiency of production activities, but also improving all internal capabilities of the enterprise, which ensure its sustainable functioning in a changing external environment. In the scientific view, competitiveness is not limited to the ability to withstand competition with other market participants, since it also reflects the ability to form one's own advantages, respond in a timely manner to new consumer requirements, update the production base, maintain high product quality and ensure stable development in the long term. For publishing and printing enterprises, such issues are especially important, because their activities combine production, information, cultural and communication components, and therefore the level of their competitiveness depends on a much wider range of factors than just cost or sales volume. At the same time, the potential of the enterprise is the internal basis that provides the opportunity to transform resources, knowledge, management approaches and technological capabilities into specific results that have market value. That is why the study of the theoretical foundations of the development of the competitiveness of the potential of publishing and printing enterprises forms the basis for a deeper understanding of the mechanisms of their adaptation to new business conditions.

Table 1 summarizes the key components of the competitiveness of the potential of publishing and printing enterprises and provides an opportunity to consider them not in isolation, but as an interconnected system of internal capabilities, the level of development of which determines the ability of the enterprise to maintain stability and achieve strategic goals. For enterprises in the publishing and printing sector, such systematicity is of particular

importance, since their activities combine production, technological, organizational, personnel, marketing and financial components. Under such conditions, competitiveness can no longer be interpreted solely through the final result of management or through individual advantages in product quality. Much more important is the understanding of the extent to which the enterprise is able to accumulate its resources, coordinate the directions of internal development, respond in a timely manner to changes in market requirements and form a stable basis for long-term strengthening of positions in the European economic environment. It is advisable to pay special attention within the table to the fact that each component of the potential not only performs an independent function, but also directly affects the effectiveness of other components. Thus, production potential cannot be fully realized without proper management quality, human resource potential does not provide the desired result without a modern technical basis, and marketing potential does not become effective without a sufficient level of organizational flexibility and financial support. That is why the table reflects the competitiveness of potential as an integral characteristic of the enterprise, where each element forms the overall development trajectory. At the same time, integration into the European Union enhances the importance of such integrity, since enterprises must meet not only local market expectations, but also broader requirements for quality, efficiency, business reliability, technological renewal and management consistency. The practical value of Table 1 is that it provides an opportunity to determine which internal capabilities of the enterprise should be developed to strengthen its competitiveness in the context of European integration. It reflects that sustainable market advantages do not arise spontaneously, but are formed as a result of balanced development of the production base, human resources, innovative activity, marketing orientation, financial stability and quality management. Therefore, the presented systematization is important not only in the theoretical but also in the applied aspect, as it creates a basis for further assessment of the internal state of publishing and printing enterprises, identification of their strengths and weaknesses, and formation of areas for improvement that will meet the requirements of the modern European space (Table 1).

**Structural Components of the Competitiveness Potential
of Publishing and Printing Enterprises
in the Context of European Union Integration**

Component of competitiveness potential	Core content	Relevance for publishing and printing enterprises	Influence of integration into the European Union
Production potential	Includes equipment, printing technologies, production flexibility, and workflow organisation	Determines print quality, production speed, and the ability to fulfil diverse orders	Encourages technological renewal and adaptation to higher production standards
Human resource potential	Covers professional skills, creativity, adaptability, and managerial competence	Ensures the combination of technical accuracy and creative execution	Increases the need for new competencies, continuous learning, and quality-oriented work culture
Innovation potential	Reflects the ability to introduce new technologies, services, and business processes	Supports digital printing, customised products, and new service formats	Stimulates modernisation and strategic renewal under competitive pressure
Financial potential	Includes access to investment, internal financial stability, and capacity for renewal	Enables equipment upgrading, innovation implementation, and market expansion	Requires better resource allocation and more disciplined financial planning
Marketing potential	Involves market analysis, customer communication, brand positioning, and service adaptation	Helps enterprises understand client needs and differentiate their offers	Strengthens the importance of reputation, service quality, and market visibility
Organisational and managerial potential	Covers leadership quality, strategic planning, coordination, and internal control	Integrates all enterprise resources into a unified development direction	Requires more transparent, flexible, and strategically oriented governance

Source: formed by the author

The essence of the potential of a publishing and printing enterprise should be revealed as a set of interrelated capabilities that include material and technical resources, personnel, financial support, organizational approaches, innovative capabilities, marketing activity and reputational capital. In such conditions, the potential is not a static characteristic, since it is constantly changing under the influence of internal management decisions, the professional level of employees, technological renewal and the dynamics of the market environment. For enterprises in the publishing and printing sector, it is especially important that their potential is determined not only by the availability of printing equipment or production space, but also by the ability to ensure high-quality preparation of publications, professional editing, modern design, compliance with order fulfillment deadlines, adaptation to individual customer needs and effective interaction with authors, publishers, educational institutions and other partners. At the same time, it is the quality of management that provides the opportunity to transform individual components of the potential into a holistic system capable of providing the enterprise with sustainable advantages. Therefore, the development of the competitiveness of the potential should be interpreted as a consistent process of qualitatively strengthening the internal capabilities of the enterprise, aimed at achieving a higher level of performance and market attractiveness. The features of the publishing and printing industry significantly affect the content and directions of development of the competitiveness of the potential of the relevant enterprises. Unlike many other types of production, in this area the final result is evaluated not only by technical parameters, but also by the content, aesthetic, communication and cultural value of the product. That is why enterprises must combine high production discipline with creative flexibility, technological accuracy with the ability to work with non-standard requests, and economic efficiency with an orientation towards a high-quality information product. Competitiveness in such an area is formed under the influence of the ability to provide a wide range of services, adaptation to various printing formats, the use of modern materials, maintaining the proper level of printing performance and readiness to implement solutions based on applied digital technologies. At the same time, it is important to take into account that publishing and printing enterprises operate in an environment where consumer expectations are constantly changing, and demand is increasingly focused

on individualization, speed of execution, high quality and professional service. In such conditions, the development of potential becomes not an additional advantage, but a necessary prerequisite for maintaining market positions and further strengthening competitive stability.

Integration into the European Union significantly changes the conditions in which publishing and printing enterprises operate, and therefore consideration of this topic without taking into account the European integration direction would be incomplete. Rapprochement with the European Economic Area means expanding access to new markets, modern production practices, professional standards, partner contacts and wider opportunities for exchanging experience. At the same time, such a process increases the requirements for product quality, environmental friendliness of production, the level of management culture, transparency of business processes and the ability to act in accordance with the established norms of the European market. For publishing and printing enterprises, this means the need to review traditional approaches to organizing work, planning development, interacting with customers and using resources.

The publishing and printing enterprise as an object of research has a number of features that distinguish it from enterprises in other industries. It operates simultaneously in the production, information and cultural external environment, and therefore the results of its activities are evaluated according to many criteria. On the one hand, it is important to ensure the accuracy of printing, the proper quality of materials, the timeliness of order fulfillment and the economic efficiency of production processes. On the other hand, the design attractiveness of the product, its content compliance with the customer's expectations, the reputation of the enterprise, the quality of communication with the client and the ability to work with different formats of printing services are of great importance. In such conditions, the competitiveness of the potential should reflect not a separate strong point, but a harmonious combination of technical, organizational, creative and commercial components. It is this multidimensionality that makes the study of the development of the potential of publishing and printing enterprises complex, but at the same time extremely important from the point of view of theory and practice. One of the key theoretical positions in the study of this topic is the understanding that the potential of an enterprise has an internal structure. It can be considered as a set of interrelated components,

among which production potential, personnel potential, financial potential, innovation potential, management potential and marketing potential are of particular importance. For the publishing and printing sector, each of these components is fundamentally important, since even a high level of development of one of them cannot ensure sustainable competitiveness without the proper development of the others. For example, the production capabilities of an enterprise may be significant, but without professional management they are not transformed into a stable market result. Similarly, qualified personnel need a modern technical basis and clearly organized processes in order to fully realize their own professional potential. Therefore, the theoretical approach to the development of competitiveness should be based on the recognition of the systematic nature of all internal capabilities of the enterprise and the need for their balanced strengthening. No less important within the first section is the disclosure of the connection between the competitiveness of potential and the quality of management. It is management that gives the enterprise the ability to convert resources into results, coordinate personnel actions, determine strategic priorities and ensure adaptation to changes in the external environment. For publishing and printing enterprises, this thesis is especially significant, because in this area success depends on the consistency of many operations, starting from accepting an order, preparing a layout and choosing materials and ending with printing, post-printing processing, logistics and after-sales communication with the client. If management loses integrity or focuses only on short-term results, the enterprise gradually weakens its own market positions. At the same time, effective management forms the basis for strategic development, makes it possible to see promising investment directions, respond in time to changes in demand and maintain high internal organization. That is why it is advisable to interpret the competitiveness of potential as also derived from the level of managerial maturity of the enterprise.

The innovative component has a significant impact on the development of the competitive potential of publishing and printing enterprises. In the modern environment, an enterprise cannot rely solely on established production approaches, since the market requires constant updating of product formats, increasing the speed of order fulfillment, improving the accuracy of image and text reproduction, as well as the use of solutions based

on applied digital technologies. Innovation in this area is manifested not only in the implementation of new equipment, but also in the improvement of technological processes, the development of the service component, the development of new market segments, the application of modern approaches to working with customer data and product personalization. At the same time, innovative development requires proper internal readiness of the enterprise, since any innovations require competent personnel, strategic planning, financial support and management consistency. Thus, innovative potential is not a separate addition to competitiveness, but its integral component, ensuring the long-term viability of the enterprise. The role of human resources in shaping the competitiveness of publishing and printing enterprises deserves special attention. In this industry, it is employees who ensure a combination of technological accuracy with a creative approach, and also directly influence the quality of the final product, the culture of interaction with the client, and the enterprise's ability to innovate. Human resources should be understood not only as the number of employees or the formal level of their education, but as a set of professional knowledge, practical skills, communication skills, adaptability, responsibility, and readiness for continuous learning. These characteristics determine how successfully an enterprise can operate in a complex and changing external environment. At the same time, integration into the European Union increases the requirements for personnel competencies, for mastering modern technologies, for the ability to work according to new quality standards, and for the perception of changes as a permanent element of professional development. Therefore, the development of human resources is one of the main conditions for strengthening the overall competitiveness of the enterprise.

2. Factors and Directions of Development of Competitiveness of Publishing and Printing Enterprises in the Process of Integration into the European Union

In the process of integration into the European Union, the development of the competitive potential of publishing and printing enterprises should be considered through the prism of a set of factors that determine their ability to adapt to the new external environment. This is not only about the direct strengthening of competition, but also about changing the general

vision of conducting economic activity, when the importance of quality, flexibility, innovation, business reputation and management efficiency increases. For publishing and printing enterprises, such a transformation is especially noticeable, since they depend on a combination of production, information, communication and creative components. That is why the competitiveness of their potential is formed under the influence of a wide range of external and internal circumstances, which either open up new opportunities for development or create additional barriers to sustainable functioning. Under such conditions, it is important not only to identify individual factors of influence, but also to understand how they interact with each other, forming an environment in which the enterprise is forced to look for new approaches to organizing work, modernizing production and strengthening its own market positions. One of the key factors in developing the competitiveness of the potential of publishing and printing enterprises is technical and technological renewal. In the modern economic environment, it is impossible to ensure the proper level of product quality, efficiency of order fulfillment and flexibility of production processes without constant improvement of equipment, printing technologies, prepress and post-press processing facilities. At the same time, not only the physical renewal of the technical base is important, but also the ability of the enterprise to effectively integrate new technological solutions into its own management system, production logistics and communication with customers. Integration into the European Union increases the relevance of this direction, since entering a wider market requires compliance with modern professional standards and the ability to work in a more dynamic competitive space. At the same time, technical and technological development should not be considered in isolation, but as a component of a broader modernization of the enterprise, which also includes organizational culture, professional development of personnel and readiness for systematic renewal of the internal environment. An equally important factor is personnel development, since it is employees who ensure the practical implementation of any technical, organizational or strategic changes. For publishing and printing enterprises, human capital is of particular value, because activities in this area require not only professional production skills, but also attentiveness, creative thinking, a high culture of interaction with customers, the ability to work with modern software and readiness for constant updating of knowledge. In the

process of integration into the European Union, it is the level of personnel training that increasingly determines whether the enterprise is able to effectively use available resources and quickly adapt to new market rules. If the personnel potential remains underdeveloped, even modern equipment or a promising market niche do not guarantee a sustainable result. Thus, the development of the competitive potential is impossible without targeted work on increasing the professional competence of employees, improving the motivation system, supporting internal training and forming such an internal environment in which the staff becomes an active participant in the modernization processes.

Special attention should be paid to the management factor, which in many cases determines how fully the enterprise can realize its own production, financial, personnel and innovation potential. It is the quality of management that provides the opportunity to convert existing resources into real competitive advantages, form strategic goals, maintain internal consistency of processes and ensure the appropriate level of adaptation to changes in the external environment. For publishing and printing enterprises, the management component is especially important, since their activities often combine different types of work that require precise coordination, responsibility, time discipline and the ability to simultaneously take into account production and creative aspects. In such conditions, it is not enough to simply respond to individual challenges, since it becomes necessary to form a holistic strategic vision of the enterprise's development. Integration into the European Union only strengthens the need for such an approach, as the competitive environment becomes more structured, demanding and focused on long-term reliability of partnership. That is why one of the leading directions for developing the competitiveness of potential is improving the management system, its flexibility, consistency and effectiveness.

Along with this, an important factor in developing the competitiveness of publishing and printing enterprises is marketing and communication capabilities. In the modern market space, product quality remains a fundamental prerequisite for success, but it is no longer the only criterion for choosing a client. Professional communication, speed of feedback, the ability to offer an individualized solution, reliability of agreement fulfillment, and the ability to form long-term partnerships are gaining

increasing importance. For publishing and printing enterprises, this means the need to transition from a narrow production mindset to a broader market approach, within which the enterprise acts not only as an order performer, but also as a professional partner capable of comprehensively supporting the client. Integration into the European Union makes such a transformation even more relevant, since open markets provide new opportunities precisely to those business entities that are able to effectively position themselves, maintain high quality service, and create a positive business image. Therefore, marketing activity and communication culture are not an auxiliary, but a strategic component of the development of competitive potential. One of the key problems in the development of the competitive potential of publishing and printing enterprises is the presence of a set of obstacles that hinder the full renewal of their activities and complicate adaptation to new business conditions. In the process of integration into the European Union, enterprises find themselves in an environment where requirements for product quality, speed of production processes, organization of internal management and the ability to maintain stable business relations are increasing. At the same time, not all business entities have the same level of readiness for such changes, since they often operate on the basis of outdated approaches, limited resources and an insufficiently flexible management system. Under such conditions, the problem of developing competitive potential appears not only as a task of growth, but also as a task of overcoming internal weaknesses that have accumulated over a long time. That is why the study of obstacles to the development of enterprises in this sphere is important for understanding which areas of improvement require priority attention and what conditions should be created to strengthen their market positions.

Table 2 reflects the key factors and directions of development of the competitive potential of publishing and printing enterprises, which become decisive in the conditions of integration into the European Union. Its content provides an opportunity to move from a general theoretical understanding of the essence of potential to a more applied vision of which directions of development are most important for strengthening the market positions of the enterprise. In such conditions, not only the fixation of individual components of potential becomes of particular importance, but also the assessment of how technical and technological renewal, personnel

development, innovative activity, marketing orientation, quality of management and international orientation can be transformed into specific competitive advantages. That is why the table forms the basis for understanding that the development of an enterprise in the European integration space requires purposeful actions, and not just formal adaptation to new environmental conditions. The content of the table convincingly reflects that each of the identified development factors has both current and strategic importance for publishing and printing enterprises. Technological innovation directly affects the quality of products and the speed of order fulfillment, personnel development ensures the ability of the enterprise to work effectively in conditions of increasing professional requirements, and marketing activity strengthens interaction with customers and expands the possibilities of commercial growth. At the same time, the innovative component and the quality of management are the factors that connect all other areas of development into a single strategic system. Under such conditions, the international orientation associated with integration into the European Union appears not just as an external vector, but as a logical continuation of the internal modernization of the enterprise. It is this interdependence of factors and results that gives the table analytical depth and makes it important for the disclosure of the second section. From an applied point of view, Table 2 is of significant importance, since it allows us to substantiate specific areas of improvement of the activities of publishing and printing enterprises. It reflects that the formation of competitive potential should be based on a systemic combination of internal changes, where technological solutions are coordinated with personnel development, marketing tools are supported by quality management, and innovative approaches are focused on real market needs. Therefore, the table not only summarizes the scientific vision of development factors, but also creates a practical guideline for enterprises that seek to strengthen their own resilience, adaptability and ability to effectively function in the European competitive environment. That is why it organically complements the analytical component of the second section and deepens its content.

Key Factors and Development Directions of the Competitiveness Potential of Publishing and Printing Enterprises

Development factor	Current significance for the enterprise	Main direction of improvement
Technological renewal	Essential for quality, efficiency, and flexibility	Modernisation of printing and post-printing processes
Personnel development	Critical for maintaining quality and innovation	Professional training, competence upgrading, and knowledge transfer
Innovation activity	Necessary for enterprise transformation	Development of new services, formats, and business models
Marketing development	Important for market visibility and customer retention	Deepening customer analysis and improving communication
Managerial improvement	Determines how efficiently resources are combined	Strategic planning, coordination, and process optimisation
International orientation	Increasingly important under European market integration	Expansion of partnerships and adaptation to cross-border market conditions

Source: formed by the author

A significant obstacle to the development of the competitiveness of the potential of publishing and printing enterprises is the insufficient level of technological modernization. In the modern competitive environment, effective functioning can no longer be based only on the traditional production base, since customers expect high quality printing, flexibility in fulfilling individual orders, efficiency and professional service. If an enterprise is unable to timely update equipment, improve technological processes and implement solutions based on applied digital technologies, it gradually loses its ability to meet new market expectations. At the same time, modernization itself is not reduced to technical re-equipment, since it requires a holistic management vision, personnel training, financial support and understanding of strategic priorities. Under such conditions, technological backwardness becomes not only a production problem, but also a factor in weakening the entire potential of the enterprise, as it affects the quality of products, the level of costs, the speed of order fulfillment and the possibility of entering new market segments. An equally important problem is the insufficient development of personnel and management potential, without which even existing resources cannot be implemented with due

effectiveness. For publishing and printing enterprises, it is important not only to have employees capable of performing production operations, but also to form a team focused on professional growth, responsibility, flexibility and the perception of change as a necessary condition for development. At the same time, it is the quality of management that determines how successfully the enterprise can combine the production, communication, marketing and innovation components of its activities. If the internal management environment remains too conservative, fragmented or short-sighted, the enterprise loses its ability to develop strategically. In the process of integration into the European Union, this problem becomes particularly acute, since the new competitive environment requires management to be more systematic, open to innovation, and ready to act in the future and align current decisions with long-term goals. That is why overcoming personnel and management constraints is one of the basic prerequisites for strengthening the competitiveness of enterprises.

Along with the identified obstacles, there are also significant prospects for the development of publishing and printing enterprises, which are associated with the gradual renewal of approaches to the organization of activities and wider involvement in the European economic space. Integration into the European Union opens up new growth vectors for enterprises through the spread of modern professional standards, stimulation of technological modernization, development of partnerships, expansion of access to new markets and increased requirements for the quality of business processes. Publishing and printing enterprises that are able to combine production accuracy, innovative activity, effective management and high-quality communication receive real opportunities to strengthen their positions. The prospects for their development are also associated with the expansion of the range of services, deeper personalization of products, orientation towards environmental responsibility, improvement of internal labor organization and strengthening of the role of human capital. In such conditions, the competitiveness of the potential appears not as a one-time result, but as a long-term process of accumulating advantages, which gradually provide the enterprise with a higher level of stability and market attractiveness.

Thus, the development of the competitiveness of the potential of publishing and printing enterprises in the European integration space is

accompanied by the simultaneous action of restraining and stimulating factors. On the one hand, enterprises face technological, personnel, managerial and marketing restrictions that complicate the rapid renewal of their activities. On the other hand, it is integration into the European Union that creates a powerful impetus for rethinking traditional approaches, modernizing the internal environment, strengthening the professional culture of management and forming new competitive advantages. Therefore, the prospects for the development of this area directly depend on how consistently enterprises will be able to transform the existing potential into a real resource for growth, adaptation and long-term sustainability. That is why the third section logically concludes that the future of publishing and printing enterprises will be determined not only by the conditions of the external environment, but primarily by their internal readiness for change, renewal, and full entry into the space of European competition.

3. Strategic Principles of Improving the Competitive Potential of Publishing and Printing Enterprises in the Context of Integration into the European Union

The development of the competitive potential of publishing and printing enterprises in modern conditions should be considered not as a set of individual point changes, but as a systemic process of internal renewal, covering all components of the enterprise's economic activity. In the previous sections of the work, it was substantiated that the competitiveness of such enterprises is formed under the influence of both internal resources and management quality, and changes in the external economic environment, which under the influence of European integration becomes more open, dynamic and demanding. Under such conditions, the strategic improvement of competitive potential should be based on the idea of balanced development, when production accuracy, professional training of personnel, innovative activity, financial stability and marketing orientation do not exist separately, but are combined into a single direction of long-term strengthening of market positions. For the publishing and printing sector, this approach is especially important, since enterprises operate simultaneously in the production, information and cultural external environment. Therefore, the result of their activities is evaluated not only by the cost or speed of order fulfillment, but also by the quality of printing, reliability of service,

ability to take into account individual customer requests, compliance with modern standards and the level of business reputation. One of the defining areas of such renewal is technological and organizational modernization. The work has already established that an outdated technical base, weak innovative activity and insufficient flexibility of internal processes directly reduce product quality, slow down order fulfillment and narrow the possibilities of adapting to new market requirements. In such conditions, the enterprise cannot ensure the proper level of competitiveness only at the expense of traditional production approaches. Often, a deeper rethinking of the organization of labor itself, the sequence of operations, the quality control system, interaction between production units and decision-making mechanisms is required. At the same time, modernization should not be limited solely to the purchase of new equipment. Its strategic content is to form such an internal environment in which technical renewal is supported by personnel training, financial planning, proper coordination of actions and the ability of the enterprise to quickly integrate new solutions based on applied digital technologies into everyday practice. For publishing and printing enterprises, this means a transition to more flexible production models, increasing the accuracy of pre-press and post-press preparation, expanding the possibilities of product personalization, as well as reducing the loss of time and resources. Thus, technological modernization is not a separate element of improvement, but a material basis for the implementation of all other components of competitive potential (Fig. 1).

An equally important strategic prerequisite for strengthening competitive positions is the development of managerial and human resources. The previous parts of the work convincingly show that even with certain production resources, an enterprise does not achieve sustainable results without professional management, clear coordination of actions, systematic planning and constant professional growth of employees. It is precisely managerial maturity that provides the opportunity to transform individual resources into real competitive advantages, combine short-term solutions with long-term goals, ensure the responsibility of performers and maintain the integrity of internal processes. At the same time, the personnel component in the publishing and printing sector is of particular importance, since it combines technological discipline, a creative approach, attention to detail, communication culture and the ability to work with modern

software tools. Under such conditions, an enterprise needs to form not only professionally trained personnel, but also an internal culture of learning, openness to change, responsibility for the result and readiness to master new work standards. In the process of integration into the European Union, such requirements are becoming more stringent, as the importance of management transparency, accuracy in fulfilling obligations, environmental responsibility, and high-quality business communication is growing. Therefore, strategic improvement of competitive potential should include updating approaches to motivation, performance evaluation, internal communication, and the formation of a personnel reserve.

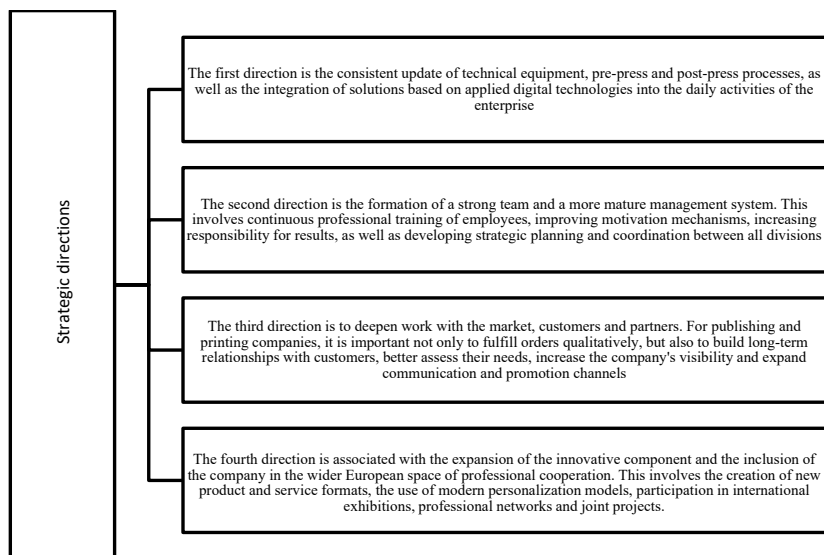


Figure 1. Strategic directions for improving the competitive potential of publishing and printing enterprises in the context of integration into the European Union

Source: formed by the author

Conclusions

As a result of the conducted research, it was established that the development of the competitive potential of publishing and printing

enterprises in the context of integration into the European Union is a multi-component and strategically important process that covers all key areas of the enterprise's activity. Competitiveness in this case should be understood not only as the ability to maintain positions in the market, but also as the ability to constantly update internal capabilities, adapt to changes in the external environment, improve product quality and improve the organization of work. For the publishing and printing sector, such a position is of particular importance, since its enterprises operate simultaneously in the production, information and cultural external environment, where the result of the activity is assessed by a set of technical, economic, communication and content characteristics. That is why the development of potential is not an auxiliary condition, but the basis for the formation of sustainable advantages that give the enterprise the opportunity to act effectively, flexibly and consistently in the wider European space. In the course of theoretical generalization, it was found that the potential of a publishing and printing enterprise should be considered as a holistic system of interconnected components, among which production capabilities, personnel, financial stability, management quality, innovative activity and marketing capacity play a special role. None of these components can provide the proper result separately, since only their coordinated functioning forms a real basis for strengthening competitiveness. For enterprises in the publishing and printing sector, this means that successful development is not reduced to updating equipment or increasing the volume of orders, but requires a deeper improvement of the entire system of organizing activities. At the same time, it is the quality of internal management that becomes the factor that either combines all resources in a single direction of development, or, conversely, hinders their full implementation. Thus, the competitiveness of the potential is formed as a result of a purposeful combination of resources, knowledge, professional competencies and strategic vision.

An important conclusion of the study was the justification that integration into the European Union not only expands the opportunities for the development of publishing and printing enterprises, but also significantly increases the requirements for their functioning. The conditions of a more open competitive environment encourage enterprises to improve the quality of products, to comply with modern professional standards, to pay more attention to the environmental friendliness of production, to improve

communication with customers and to form a stable business reputation. At the same time, the integration direction provides new opportunities for developing wider markets, developing partnerships, professional exchange of experience and rethinking management approaches. Under such conditions, an enterprise can no longer be limited to a short-term response to current challenges, since for sustainable functioning, a systematic modernization of the internal environment is necessary. That is why integration into the European Union should be considered as a powerful incentive for internal renewal, which opens up prospects only for those enterprises that are ready for consistent changes. The study paid special attention to the obstacles that hinder the development of the competitive potential of publishing and printing enterprises. The most significant of them are the insufficient level of technical and technological renewal, weak innovative activity, limited managerial flexibility, insufficient development of human resources and not fully formed marketing orientation. Taken together, such circumstances weaken the ability of enterprises to adapt to market changes in a timely manner, effectively use available resources and form convincing competitive advantages. At the same time, the study provided grounds to assert that the mentioned obstacles are not immutable or fatal. Provided consistent managerial influence, support for the professional development of personnel, updating organizational approaches and orientation towards innovative improvement, they can be gradually overcome. Therefore, the main task of enterprises is not only to state existing problems, but also to form such a development trajectory that will allow turning internal weaknesses into growth zones.

The results of the analysis allow us to state that the most promising areas for developing the competitive potential of publishing and printing enterprises are technological modernization, increasing the professional level of personnel, improving the management system, strengthening marketing activity and expanding the innovative component of activity. Only under the condition of balanced development of these areas can the enterprise achieve a stable market position and ensure long-term viability. Of particular importance is the ability to combine production accuracy with creative flexibility, economic efficiency with a high culture of service, and internal organization with readiness for change. For the publishing and printing sector, such integrity becomes decisive, since it determines whether

the enterprise will be able not only to produce a quality product, but also to fully realize itself as a modern participant in the European market. Thus, the development of competitive potential is a continuous process of qualitative improvement, which requires strategic consistency and a clear management vision.

Summarizing the results of the work, it is appropriate to emphasize that the development of the competitive potential of publishing and printing enterprises as a result of integration into the European Union has not only industry, but also broader economic and social significance. The level of development of these enterprises determines not only their commercial stability, but also the quality of the information product, support for the educational and cultural space, preservation of the professional publishing tradition and the ability of our country to strengthen its own presence in the European environment. That is why the topic under study is timely, practically significant and promising for further scientific study. The analysis confirmed that the future of publishing and printing enterprises will be determined primarily by their internal readiness for modernization, professional renewal and the formation of a new quality of management that will meet the conditions of European integration. In such conditions, the development of competitive potential appears as a key direction for strengthening their positions, ensuring stability and creating a basis for further growth.

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