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EVALUATION OF COMPETITORS IN THE OUTDOOR ADVERTISING MARKET

Abstract. The article presents an assessment of competitors in the outdoor advertising market using methods of strengths and weaknesses analysis and expert evaluation. The main criteria of competitiveness of advertising and production enterprises are examined, including the range and quality of services, financial capacity, management efficiency, innovation activity, and marketing performance. Based on a comparative analysis of leading market players, key competitors are identified, their advantages and disadvantages are determined, and the market position of the studied company "Format-Kharkiv" is defined. The findings provide a basis for practical recommendations aimed at improving competitiveness in the outdoor advertising market through service diversification, implementation of modern printing technologies, and enhancement of marketing strategies.

Keywords: outdoor advertising printing, wide-format printing, UV printing, digital advertising, interior printing, competitive analysis, competitiveness, advertising and production enterprises.

ОЦІНКА КОНКУРЕНТІВ НА РИНКУ ЗОВНІШНЬОЇ РЕКЛАМИ

Анотація. У статті здійснено аналіз конкурентного середовища на ринку зовнішньої реклами з метою визначення позицій рекламно-виробничих підприємств і обґрунтування шляхів підвищення їх конкурентоспроможності. Для досягнення поставленої мети використано методи аналізу сильних і слабких сторін, порівняльного аналізу, побудови профілів підприємств та експертного оцінювання. Запропоновано систему критеріїв оцінювання конкурентоспроможності підприємств галузі, що включає асортимент і якість рекламних та поліграфічних послуг, фінансово-економічні можливості, рівень організації управління виробництвом, інноваційну активність, технічне оснащення та ефективність маркетингової діяльності.

На основі порівняльного аналізу провідних підприємств ринку зовнішньої реклами м. Харкова визначено основних конкурентів, виявлено їх переваги та недоліки, а також сформовано профіль досліджуваного підприємства «Формат-Харків». Результати аналізу засвідчили, що сучасні вимоги ринку обумовлюють необхідність розширення спектра додаткових послуг з оформлення поліграфічної продукції як важливого чинника формування конкурентних переваг. Виявлено наявність унікальних пропозицій у окремих учасників ринку, які користуються попитом серед замовників і можуть бути адаптовані для впровадження на досліджуваному підприємстві.

Обґрунтовано доцільність розширення парку поліграфічного обладнання, зокрема шляхом придбання сучасної цифрової друкарської машини з додатковими функціями тиснення, ламінування та спеціальних видів оздоблення, а також розробки стратегії просування оновленого асортименту послуг. Визначено основні напрями підвищення якості продукції: використання якісних матеріалів і їх вхідний контроль, удосконалення підготовки макетів, застосування сучасних методів контролю

якості, технічне обслуговування обладнання, автоматизація виробничих процесів та диверсифікація виробництва.

Отримані результати мають практичне значення та можуть бути використані рекламно-виробничими підприємствами для підвищення якості продукції й зміцнення конкурентних позицій на ринку зовнішньої реклами.

Ключові слова: друк зовнішньої реклами, широкоформатний друк, УФ-друк, цифрова реклама, інтер'єрний друк, конкурентний аналіз, конкурентоспроможність, рекламно-виробничі підприємства.

Formulation of the problem. The outdoor advertising market in Ukraine is characterized by a high level of competition, rapid development of digital and printing technologies, and changing consumer requirements for advertising products. Under such conditions, advertising and production enterprises face the need to continuously enhance their competitiveness, ensure effective market positioning, and adapt to dynamic external factors. The lack of a systematic approach to competitor assessment complicates informed managerial decision-making and restrains the strategic development of enterprises. Therefore, the issue of comprehensive competitor evaluation in the outdoor advertising market is particularly relevant in order to identify strengths and weaknesses of market participants and to formulate an effective competitive strategy.

Analysis of recent research and publications. The current state of the advertising market and its individual segments has been studied by various authors and organizations, including the Industrial Committee of Outdoor Advertising in its 2022 report on the Ukrainian outdoor advertising market [1], the All-Ukrainian Advertising Coalition (VRK) in a series of publications on the volume of the advertising and communications market of Ukraine in 2023-2024 [2], the analytical report of AdVision Digital on the growth of the DOOH market [5], research by IAB Ukraine on the volume and dynamics of internet advertising in 2024 [4], as well as comprehensive market reviews and forecasts for 2024-2025 by Kyivstar Business Hub [3]. Their materials cover a wide range of topics, including the recovery dynamics of outdoor advertising after the decline during the pandemic and wartime period, the growth of DOOH and digital media segments, market forecasts for the coming years, and the overall transformation of advertising budgets and changes in the structure of advertising channels.

Sources [7-11] emphasize that the technological diversity and the emergence of new solutions in the field of inks and printing equipment are driving major changes in the industry and opening up new applications for wide-format printing.

The significance of these studies lies in their reflection of transformations in the advertising environment under crisis challenges, technological changes, and the growing role of digital formats, which makes it possible to develop more adaptive marketing strategies for modern conditions.

The purpose of the article is to provide an evaluative and analytical review of the role of printed advertising in the modern advertising environment, to compare the effectiveness of traditional and digital formats, and to identify key trends and challenges facing the advertising market of Ukraine and the global market.

The main material presentation. *Trends in outdoor advertising printing.* One of the rapidly developing areas of printing is outdoor advertising (OOH – out-of-home advertising) and its digital formats (DOOH). Prior to the pandemic, outdoor advertising demonstrated positive dynamics: according to 2021 data, the share of OOH in the overall structure of the advertising market exceeded 13%, and growth rates remained significant even under the restrictive conditions of 2020–2021. The average annual growth of outdoor advertising orders in Ukraine in 2019-2020 amounted to 2-3%. With the introduction of quarantine measures, the volume of outdoor advertising on the streets slightly decreased; however, informational banners and signs, wayfinding elements, and separators experienced increased demand [12].

Based on the results of 2024, the entire advertising and communications market of Ukraine demonstrated significant growth, namely approximately +43% in the outdoor advertising segment, which was largely driven by the development of digital media and the return of audiences to public spaces [1-3].

These trends continue in 2025 – OOH and especially DOOH formats keep attracting advertisers due to their high visibility and integration with digital campaigns. Media such as informational banners, navigation signs, and thematic signage remain in demand, particularly in large cities and commercial areas [4].

The economic effect of eye-catching advertising that captures attention exceeds production costs by dozens of times; therefore, businesses actively use this tool to promote goods and services. In outdoor advertising, all formats are in demand – from small-scale to large-scale solutions. Special attention is

currently focused on digital DOOH media, which, due to dynamic content, technological solutions, and interactivity, significantly increase audience reach and engagement. This further enhances the effectiveness of outdoor advertising campaigns compared to static formats [5] and corresponds to global marketing trends in the digitalization of advertising.

Banners, posters, and billboards make up the largest segment of the total volume of orders. Using wide-format printing technology, a range of other advertising materials is also produced, including:

- stickers;
- life-size figures and other POS materials;
- Blueback paper billboards;
- posters;
- brand walls;
- films for lightboxes, signage, shop window decoration, etc.

A separate area of wide-format printing is interior decoration. In combination with outdoor advertising, a synergistic effect is achieved, whereby the consumer is literally surrounded by themed advertising content.

In terms of technology, UV printing holds a leading position; however, eco-solvent printing also remains relevant. It can be applied to the following substrates:

- sheet materials (film, foam board, acrylic, chipboard, aluminum composite panels, etc.);
- roll materials (paper, mesh, fabric, vinyl).

Thanks to the development of wide-format printing, the production of advertising media is fast and cost-effective, which partially satisfies the growing demand for original and creative advertising solutions.

In recent years, there has been a significant saturation of the information environment surrounding individuals. Today, a person perceives and processes approximately 15 times more information than 20 years ago [11]. This fact has been taken into account by outdoor advertising producers, leading to a shift toward conciseness, dynamic imagery, and bright visual design (Fig. 1).



Fig. 1. Example of original advertising: a "Living" billboard
Source: our 25 Favourite OOH and Billboard Ads of 2025 (2025)
<https://broadsign.com/blog/our-favourite-ooh-and-billboard-ads/>

Attracting attention has become more challenging. Whereas previously the estimated effectiveness of a street banner or poster was based on reaching 20-30% of pedestrian traffic at the installation site, today even the most striking design and well-crafted message capture the attention of only one in ten passersby. Therefore, achieving comparable results now requires significantly greater creative and strategic effort.

Consumers are no longer satisfied with static images. Demand is growing for high-tech media, and digital constructions are gradually replacing traditional formats.

As in any sector of the printing industry, the outdoor advertising market also faces a number of challenges. The main development problems include the following:

1) Legislative issues. These matters are regulated at the local level, which often results in the absence of a unified procedure for approving the placement of outdoor advertising on buildings and structures. As a result,

the success of an advertising campaign is frequently determined not by the advertiser's capabilities, but by their ability to negotiate with local authorities. In addition, amendments to the Law of Ukraine "On Advertising," which implement European legislative standards, emphasize the need to strengthen the regulatory framework and streamline procedures for placing OOH media [6].

2) Lack of a unified concept for the development of municipal space. In Europe and the United States, urban furniture and infrastructure elements have long served as carriers of advertising information. In Ukraine, creative and non-standard city formats, scrollers, and pillars are only beginning to appear, and their widespread integration into the urban environment is still limited. However, Kharkiv stands out among other Ukrainian cities due to its original solutions, such as recreation areas in city parks (Fig. 2) and public transport stops (Fig. 3).



Fig. 2. Bookcrossing in Gorky Park (Kharkiv)
Source: created by authors (2025)



Fig. 3. Unusual bus stop (social advertising)
Source: created by authors (2025)

3) Technology borrowing. Most innovations come from Western countries. Domestic advertising agencies often merely retransmit and copy these solutions, sometimes not very successfully. However, there are also noteworthy projects and experiences in developing innovative advertising structures. A vivid example is the design and implementation of advertising solutions for the 2016 Summer Olympic Games in Rio de Janeiro (Brazil), where the advertising agency "Format-Kharkiv" was invited to participate (Fig. 4).



Fig. 4. Example of advertising products of the advertising agency "Format-Kharkiv"
Source: created by authors (2025)

Changes can also be observed in printing technologies. Whereas solvent printing was previously dominant, followed by eco-solvent printing, today green technologies such as latex printing and UV printing are actively developing [7, 8]. In the past, key performance indicators included printing speed and resolution. At present, these technologies appear to have reached their peak: virtually any printer is capable of producing high-resolution output, and printing speed is selected by each company according to its budget and production needs – this issue has essentially been resolved.

Any modern printer from a well-known brand delivers quality that is sufficient for interior printing and, in the case of outdoor printing, even excessive [10]. For indoor applications, this level of quality is fully adequate; anything beyond that becomes redundant. At this point, further differences can only be detected using a magnifying glass or by examining the print under a microscope, as they are no longer noticeable to the naked eye. It is, of course, possible to pursue higher printing speeds, but this is primarily a matter of cost. High-speed machines are expensive, while slower machines are more affordable.

In recent years, manufacturers have begun to introduce new printing technologies. A vivid example is UV gel printing, which represents a fundamentally different technological approach. Initially, solvent printing dominated the market, although its lifecycle now appears to be approaching its decline. This was followed by UV printing, which today is either still growing or has reached the peak of its development. Later, latex printing emerged, after which no significant changes occurred for a long period: improvements focused mainly on print heads and increased printing speeds, without fundamental technological shifts. However, just a few years ago, new technological solutions began to be introduced. These technologies are increasingly "green," with the primary goal being to make wide-format printing as environmentally friendly as possible and to minimize its environmental impact.

These new technologies primarily benefit the end user. Previously, the main driver of wide-format printing development was outdoor advertising produced using solvent printing. Machines capable of printing widths of up to five meters were developed, manufacturers invested heavily in technology, and the industry expanded rapidly. However, as the volume of banner advertising on billboard structures worldwide began to decline, wide-format printing started to expand into indoor applications and interior decoration.

Naturally, the primary use of printing in interior spaces remains the decoration of points of sale and printing within retail premises. Nevertheless, new technologies have opened up additional opportunities for the application of wide-format printing, including wallpaper, curtains, frescoes, furniture decoration, and similar products. In interior printing, environmental friendliness is a key requirement; therefore, increasing

investments are being directed toward printing technologies in this area. These markets are highly attractive in terms of both profitability and scale, prompting manufacturers to invest in meeting the expectations of emerging segments. All recent technological developments are thus more environmentally friendly than previous solutions.

During the lockdown period, manufacturers of wide-format advertising followed divergent paths. The situation worsened for enterprises that traditionally relied on advertising production, not only on outdoor advertising. The point-of-sale decoration segment also suffered, which is understandable: during a crisis, marketing budgets are reduced first, and store decoration is postponed. This negatively affected printing companies oriented toward this segment.

At the same time, other enterprises providing printing services for interior decoration, on the contrary, reported an increase in demand. Particularly strong growth was observed among companies offering on-demand services. Those that focused on interior printing for retail chains experienced less growth compared to companies that created online platforms to sell their services directly to end consumers and private clients; for the latter, business performance was strong. As practitioners note, people had more free time during lockdowns and began renovating and decorating their apartments and houses. Thus, companies that managed to diversify their markets in time experienced growth [13].

Many businesses began diversifying even before the introduction of quarantine measures, and these markets are expected to continue growing. According to analysts, most printing processes will soon be carried out using digital methods, while analog printing technologies will be replaced by digital ones. This reflects a general trend toward digitalization across industries.

In addition, there is a large and growing market for textile printing, which already exceeds the home décor printing market. This segment is also expected to expand further, offering significant opportunities for development and business activity.

Business analysis of "Format-Kharkiv" company. The printing house is a branch of the Ukrainian network of advertising and production companies "Format." The network was launched in 2004 and has operated since its inception under the principle that the client's needs are the highest priority. In order to maximize customer satisfaction, the range of services at the Format-Kharkiv printing house is continuously expanding [13].

Currently, the Format printing network offers wide-format printing, ultraviolet (UV) printing, printing using digital offset technology, as well as a range of post-press and cutting/milling services.

Wide-format printing includes the production of large-size advertising materials (from A3 format and larger), as well as printing on roll-fed materials.

UV printing has proven to be one of the most effective methods for printing on a variety of substrates, including wood, glass, plastics, and others.

Additional services include lamination, saddle stitching, adhesive and PUR binding, cutting, trimming, die-cutting, and other finishing operations.

The finished advertising products of the printing house can be used for:

- conferences and exhibitions;
- event agencies;
- restaurants, bars, and other food service establishments;
- hotels and hostels;
- decoration of retail premises and individual points of sale;
- advertising agencies.

The company's operating principle is focused on meeting customer needs as efficiently as possible.

Orders are received and processed by a management department consisting of 10 specialists. Their accumulated experience helps identify and select the most appropriate solutions for each client's task.

The next stage involves file (layout) preparation for printing. The order is then transferred to production, where it is handled by a team of experienced specialists. If additional post-press operations are required, they are carried out at the same facility immediately upon agreement with the client.

After completion, the order is submitted to the technical quality control department for approval. A flexible discount system is provided for regular clients.

Analysis of the company's competitors. To assess a complex market situation and identify key competitors, the method of weakness analysis can be applied [12]. This method makes it possible to conduct an aggregated assessment of the strengths and weaknesses of each competitor based on six criteria. In doing so, the following objectives are achieved:

1) identification of the weakest competitors for each criterion;

2) positioning of the enterprise relative to each competitor.

Naturally, each competitor has certain significant weaknesses that may later play a decisive role in shaping the company's strategy. The use of an aggregated assessment allows competitors to be grouped and the main competitor to be identified.

To conduct this analysis, the following stages must be completed. Competitors' activities are evaluated according to six competition criteria: range and quality of products (services), sales and marketing, finances, enterprise management, innovation activity, and corporate culture (Table 1). The performance of each competitor in the market is evaluated using the following scale:

5 – very strong / experience worth studying;

4 – strong / competitive;

3 – acceptable / relative parity;

2 – weak / not competitive;

1 – very weak.

Table 1

Description of competition criteria

No.	Competition Criterion	Explanation
1.	Range and quality of products (services)	The quality of the competitor's products and services, the breadth of the product and service range, and the presence of major clients are assessed. The competitor's market position is evaluated in comparison with the enterprise in terms of production (service) volumes, resources used, and costs incurred.
2.	Sales and marketing	The relative effectiveness of competition in terms of manufactured products and provided services is assessed, including product (service) positioning, activity of sales teams, and advertising strategy.
3.	Finances	The volume of financial resources, the financial potential of the enterprise, and the efficiency of its utilization are evaluated.
4.	Enterprise management	The effectiveness of management and the qualifications of the competitor's leadership are assessed based on the balance of recent successes and failures.
5.	Innovation activity	The willingness of the company's management to implement innovative technologies, materials, and equipment, as well as the ability to quickly reconfigure production processes. Staff professionalism is also evaluated.
6.	Corporate culture	The accumulated experience of the competitor and its corporate image are assessed.

Source: created by authors (2025)

The obtained scores for individual competitors are entered into the competitor strengths matrix (Table 2) by columns. Horizontal rows represent relative evaluations across specific areas of competitors' activities, and their total score is then calculated.

Table 2

Competitor criteria matrix

Competitor	Criteria						
	Range and Quality	Sales and marketing	Finances	Enterprise management	Innovation activity	Corporate culture	Total
RPC "Kapitan"	5	5	3	4	3	3	23
RaiderPro	4	4	5	5	4	5	27
RaketaPrint	3	3	3	4	4	4	21
PromDesign	4	4	5	4	5	3	25

Source: created by authors (2025)

In the constructed matrix, two relative characteristics of the situation can be identified:

a) a relative description of the state of each competitor across all six criteria, which makes their strengths and weaknesses transparent;

b) a comparative assessment of all competitors by each criterion and the identification of market leaders.

It is possible to highlight the lowest scores of competitors, which represent their weak points and should therefore be monitored with particular attention.

Based on the data in this table, a preliminary analysis of competitors' weaknesses and the market situation can be carried out.

Based on the data in this table, a preliminary analysis of competitors' weaknesses and the overall market situation can be conducted. When developing a market strategy, it is especially important to identify which competitors are entering new markets, as well as to observe the behavior of "established" competitors and those operating in existing markets. The most established competitor is PromDesign [14]. It is partially a partner of the advertising agency "Format-Kharkiv," as it is one of the major suppliers of materials for outdoor advertising. The company has been operating in the market for nearly 26 years and has maintained its positions by continuously diversifying its activities. This can be considered a strong point, and its experience may be recommended for adoption. The strongest competitor is RaiderPro [15]. This company began active market expansion in 2002 and has since grown into a powerful advertising and production enterprise with a staff of 50 employees. In addition to its fleet of wide-format plotters, RaiderPro provides milling and engraving services, 3D plastic cutting on CNC machines, laser cutting of plastics, bending, bonding, and drying of plastic materials, as well as installation services for complex structures, supported by its own aerial lift equipment. A more detailed comparison of the activities of this company and the advertising and production enterprise "Format-Kharkiv" is presented below.

RPC "Kapitan" [16] received the highest scores for product range and promotion. In addition to wide-format advertising, the company produces a variety of promotional and printed advertising materials using digital and offset printing technologies. The agency also operates its own media outlets, which enables not only the development of television and online advertising but also its placement on proprietary platforms.

The lowest position is occupied by RaketaPrint [17]. This is a relatively young company that does not yet have sufficient experience or financial resources to compete with the enterprise under study.

A possible strategy for the enterprise may focus on introducing new advertising offerings to the market, particularly in terms of production technologies and finishing solutions. The implementation of such offerings may weaken competitors' market positions, and, provided there is confidence in success, the company should invest additional resources in promoting new advertising services. In addition, the positive experience of competitors – such as production diversification – can be effectively utilized.

The discussed method is recommended for identifying the main weaknesses of competitors in order to plan the company's marketing strategy, as well as for obtaining information about competitors and data for market research during business planning. The matrix makes it possible to assess the potential capabilities of firms and to rely on the obtained results in future competitive interactions.

To develop an effective company strategy, it is necessary to compare its activities with those of the main competitor in order to identify key advantages and shortcomings. In this context, rapid identification of not absolute, but relative performance quality is particularly important. Discussions conducted within various working groups require significant time, and it is often difficult to obtain a clear understanding of competitors' advantages and weaknesses and the specific parameters by which they differ. Therefore, a more dynamic and sufficiently objective assessment of the competitive situation is appropriate, one that is based on expert judgments rather than on an exhaustive analysis of each individual situation.

This can be achieved by applying portfolio analysis methods to construct diagrams of competitors' strengths and weaknesses. The essence of these methods lies in plotting points on a scale or plane, the positions of which allow the situation to be assessed and potential future strategies of the enterprise to be determined.

The basis of this method is a list of criteria used to describe the competitive situation. As a result, for each object being compared, a score (point) is plotted on the scale for every criterion. The scores for all criteria are then sequentially connected, forming an evaluation profile. Comparing the values of these scores across each criterion for the analyzed objects makes it possible to construct a profile of a competitor's strengths and weaknesses.

The previously discussed method of evaluating all competitors in the market allows for obtaining relative assessments of firms in comparison with the main (strongest) competitors. The conclusions are drawn based on a comparison of all competitors. The strengths and weaknesses method is most effective when the comparison is conducted with the strongest competitor. Thus, the matrix serves as an intermediate stage of evaluation, enabling the identification of the strongest competitor and, relative to it, the construction of a strengths and weaknesses profile for the enterprise under study or any other firm.

For the successful building of such a profile, the following tasks must be accomplished:

- to define key criteria of the enterprise's market activity;
- to compare the enterprise with its strongest competitor;
- to identify the enterprise's strengths and weaknesses.

For comparison, the strongest competitor across all areas of activity listed in Table 2 is selected. In this

case, the selected enterprise is RaiderPro.

When describing the market situation, priority is primarily given to managerial aspects that are observable and characterize the enterprise's performance in the market. The activities of an advertising and production enterprise can be characterized according to the following areas:

- 1) printing products (services);
- 2) economic performance of the company;
- 3) financial indicators of the company's activities;
- 4) distribution activities of the company;
- 5) socio-psychological aspects of management within the team..

Each area can be represented by several criteria that may be used to obtain a comprehensive assessment of the enterprise's performance, with each area or criterion potentially influencing commercial success.

To study the activities of advertising and production enterprises, the following set of criteria was selected.

Printing products (services):

- quality of products (services);
- range of products (services).

Economic performance:

- sales volume and market share;
- pricing of products (services);
- innovation activity and changes in product range.

Financial performance indicators:

- financial capacity of the enterprise;
- profitability of the enterprise's operations.

Distribution activities:

- ability of the advertising agency to fulfill orders on time;
- performance of the company's external services;
- order production lead times;
- placement and installation of advertising structures;
- placement of advertising on media platforms (mass media, outdoor advertising, etc.).

Socio-psychological aspects:

- management's propensity for risk;
- marketing activities of the enterprise and sales promotion;
- level of employee initiative.

The criteria must be independent of one another, meaning they should not have a direct influence on each other. The evaluation is carried out using a nine-point scale. This scale allows experts to logically justify their assessments. Since each criterion requires individual threshold values, it is necessary, depending on the specific situation, to define what is meant by "poor" and "good" ratings. In other words, threshold values are established against which positioning for each criterion of the enterprise's activities is performed.

The agreement on threshold values and their description is a rather complex task; therefore, leading specialists of the enterprise should be involved in this process. The selection of experts and the construction of the evaluation profile of the enterprise "Format-Kharkiv" were carried out in the experimental part of the study.

Building the enterprise profile. When establishing threshold values, it is necessary to take into account that:

- they reflect the buyer's perception of the company's market performance (i.e., the buyer chooses from whom to purchase products), rather than the employees' opinion of their own work;
- the assessments should be as comprehensive and clear as possible.

Building the evaluation profile of the enterprise. To construct the evaluation profile, each enterprise is assessed separately for each criterion. In order to increase the reliability of the assessment and reduce the influence of individual subjective opinions, the evaluation profile is developed by a group of experts. A group of five experts was selected: four specialists from the enterprise (the Deputy Director for Sales, the Head of the Wide-Format Production Department, the Head of the Digital Offset Production Department, and a manager), as well as an academic expert.

Individual assessments are averaged, which increases the accuracy of the evaluation. The resulting final scores are entered into a table consisting of three parts:

- 1) a field for constructing the strengths and weaknesses profile;

- 2) a field of criteria;
- 3) a field of performance scores of the enterprise.

The enterprise profile scores provided by the expert group are presented in Table 3. The profile of the enterprise's strengths and weaknesses and those of its competitor is presented in Fig. 5.

Table 3

Expert evaluation of the activities of the advertising agency "Format-Kharkiv" and its competitor

No	Criteria	Expert evaluation of Format-Kharkiv						Expert evaluation of RaiderPro					
		1	2	3	4	5	Average	1	2	3	4	5	Average
1	Quality of products (services)	9	9	9	8	8	9	9	9	9	8	8	9
2	Product range	9	8	8	8	9	8	9	9	9	8	8	9
3	Customer service	8	7	8	8	8	8	5	6	4	7	5	5
4	Pricing policy	6	7	7	8	6	7	7	6	8	8	7	7
5	Accessibility	7	6	6	7	8	7	6	7	8	8	8	7
6	Employee qualifications	9	8	8	9	9	9	7	6	7	7	8	7
7	Company reputation	9	8	8	8	9	8	7	6	8	8	7	7
8	Financial condition	7	7	8	8	9	8	5	4	6	6	7	6
9	Working conditions	6	7	7	8	8	7	6	6	7	8	8	7
10	Time in the market	9	9	9	9	9	9	4	6	5	5	6	5
11	Risk propensity	8	7	8	6	9	8	7	8	8	7	6	7
12	Implementation of innovations	9	9	8	8	8	8	7	7	6	7	8	7
13	Ability to stand out	7	8	9	9	7	8	8	7	8	7	9	8
14	Marketing activities	7	6	5	8	7	7	8	7	8	8	7	8
15	Loyal customers	9	8	7	9	9	8	8	7	8	7	7	7

Source: created by authors (2025)

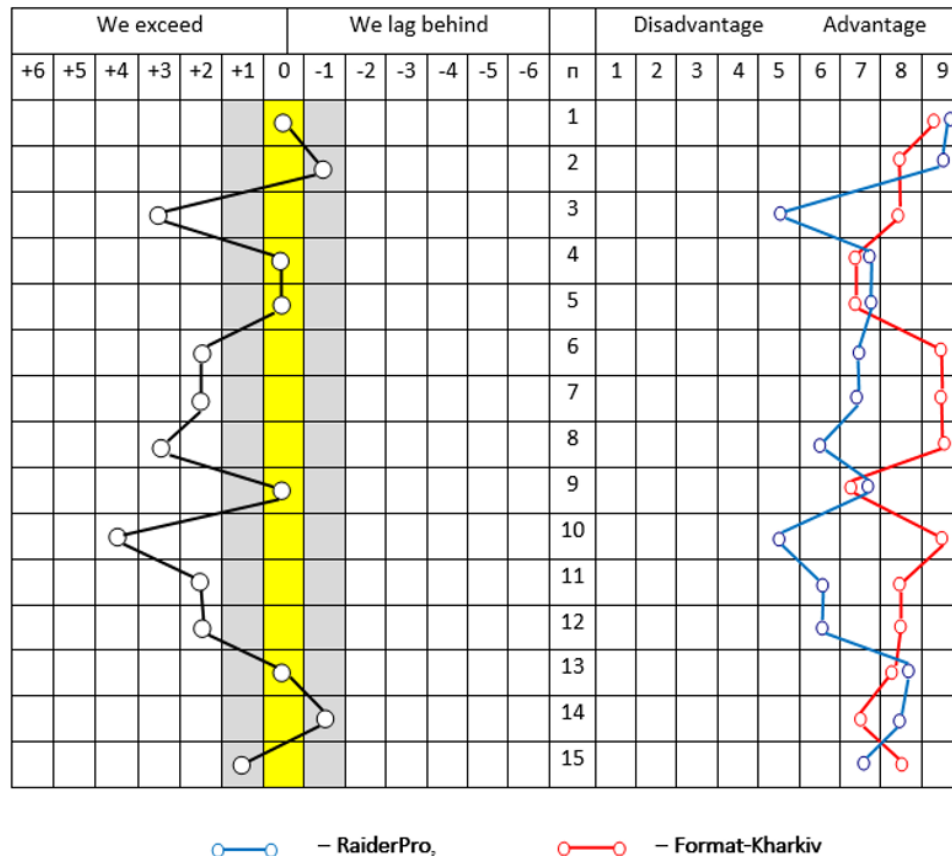


Fig. 5. Building the profile of the enterprise's strengths and weaknesses and those of its competitor.

Source: created by authors (2025)

The graph shows that for all criteria whose relative scores are located on the left side of the central line, the enterprise "Format-Kharkiv" outperforms its competitor. A significant gap can be observed for the following indicators: 3 – customer service; 8 – financial condition; 10 – time in the market. While the last indicator does not depend directly on the company's current activities, the other two clearly indicate that the enterprise has established a strong market reputation, maintains a stable financial position, and successfully meets the needs of demanding clients. This is further confirmed by indicators 6 – employee qualifications, 7 – company reputation, 11 – risk propensity, and 12 – implementation of innovations. These factors contribute directly to the company's competitiveness and ability to attract market attention; therefore, further development of these areas is advisable.

In several positions, "Format-Kharkiv" is at the same level as its competitor, namely in product (service) quality, accessibility, pricing policy, and working conditions. The analysis of these indicators demonstrates a high level of production and organizational performance, which is supported by previous studies of production and administrative factors. However, considering that the competitor demonstrates similar results in these areas, the management of "Format-Kharkiv" may be advised to modernize production processes in order to improve quality and expand the product range, thereby maintaining competitiveness and preserving the strong market position already achieved. This conclusion is supported by the analysis of two indicators in which the enterprise lags behind its competitor – product range and marketing activities.

The findings of the study are supported by the results of a practical investigation conducted using the "mystery shopper" competitive analysis method by specialists of the enterprise "Format-Kharkiv".

Conclusions. The building of the enterprise profile and the competitor analysis make it possible to conclude that current market requirements necessitate expanding the range of additional services related to the finishing and design of printed products in order to enhance competitiveness. A detailed competitor analysis revealed unique offerings that may be in demand among customers. To address this, it is necessary to expand the printing equipment fleet (by acquiring a new digital machine with additional functions such as embossing, lamination, etc.) and to develop a strategy for the further promotion of these services in the market.

The analyzed production factors of the enterprise make it possible to formulate the main directions for quality improvement:

- use of high-quality materials and their incoming quality control;
- regulation of procedures for receiving source information (files) from clients and preparing layouts for various types of printing in compliance with all required standards;
- application of modern methods for quality control and analysis of products and technological production processes at the printing and post-press stages;
- implementation of mandatory scheduled and unscheduled (if necessary) technical maintenance of equipment, as well as calibration and profiling of plotters;
- increasing the level of automation of production processes where possible;
- adherence to technological, production, and operational discipline;
- improvement of technological production processes;
- diversification of production aimed at expanding the range of products and services.

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