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**STRATEGIC DIRECTIONS DEVELOPMENT OF PJSC
“KYIVSTAR”**

Kyivstar is a leading telecommunications operator in Ukraine. It offers a wide range of services such as mobile communications, broadband internet, television broadcasting and other telecommunications services. PJSC “Kyivstar” allocates significant resources to provide communication for Ukrainians in wartime and implement humanitarian projects in Ukraine. The main priority of the company, which serves about 26 million people, is maintaining stable communication.

Kyivstar provides mobile connectivity services on 2G, 3G and 4G/LTE networks. Kyivstar also offers voice and data services on fixed networks, including mobile and fixed converged services in consumer and business segments. Its digital portfolio in 2022 included Kyivstar TV, offered on IPTV platforms as well as mobile, self-care application MyKyivstar and consumer cloud offerings as well as B2B services.

In 2022, Kyivstar prioritized keeping Ukrainians connected inside and outside of Ukraine. The company maintained network availability c.90% levels at most times in the areas where it could control its network assets. Starting in March, Ukrainian mobile operators went into national roaming for all markets. For Ukrainians forced into seeking refugee abroad, Kyivstar provided roaming services including – but not limited to “Roam like Home” offers – in cooperation with partnering mobile operators in destination countries [1].

In our opinion, the strategic directions of Kyivstar's development should be:

1. Restoration and repair of the destroyed infrastructure and ensuring the operability of the telecommunications network, restoration of communication and the Internet, and reopening of Kyivstar service centres in the de-occupied territories.

2. Maintaining the Ukrainian telecommunications network in extreme conditions, restoring damaged and destroyed communication facilities using mobile base stations with the Starlink satellite system. The use of mobile base stations with the Starlink satellite system will help speed up network restoration from several days to several hours. Thus, the residents of the liberated territories will be able to quickly get their mobile communications and the Internet back.

3. Expanding the network and improving coverage: Kyivstar may invest in improving its infrastructure to provide better coverage and quality of service to its customers. This may include the deployment of new mobile towers, installation of fibre optic lines for broadband internet, etc.

4. Expanding the 4G network by increasing the geographical coverage in all regions of Ukraine and increasing the number of 4G base stations.

Residents of these regions will have the opportunity to use high-speed mobile Internet, and PJSC "Kyivstar" will be able to expand its subscriber base, as today mobile communications and the Internet have become not only a means of communication, but also a tool for remote work.

5. Further development of high-speed Internet access services (optical Internet) and other additional services based on it.

The use of fibre-optic communications globally is expected to increase to 39,2% by 2030. For example, in 2021, it was 27,9%. Global telecoms companies increasingly see fibre optics as a stable asset of digital infrastructure.

Today, Ukrainian companies can connect to a high-speed Internet channel via a dedicated fibre-optic line FTTB (Fiber to the Building) thanks to Kyivstar's fixed optical internet.

6. Improving the mechanisms for selling services and maintaining customer loyalty (introducing a system of discounts and promotions to retain existing customers and attract new ones).

7. Improving customer experience can be another strategic area of development. Kyivstar can introduce new services to facilitate communication with its customers, such as chatbots, online consultations and other interactive solutions.

8. Developing a fixed-line internet network using the innovative GPON (Gigabit Passive Optical Network) technology, which allows us to provide high-speed gigabit optical internet that works without electricity. Fixed-line Internet users will receive a guaranteed level of service and maintenance. This will improve the image of PJSC “Kyivstar” and increase its subscriber base.

9. Improving and developing existing cloud-based PBX systems for corporate clients.

10. Development of new technologies: Kyivstar can actively explore and implement new technologies in its services. For example, the development of a 5G network, the Internet of Things and other innovative solutions could improve the quality and focus of their services.

According to Bamboo Agile [2], it is expected that in 2024, 5G FWA fixed wireless access may become an alternative to wired broadband. This technology uses radio waves to provide Internet access between two fixed locations. At the same time, the deployment of 5G FWA, together with the scaling up of fibre optic coverage, will significantly accelerate the development of the telecoms industry.

Implementation of the proposed strategic directions of PJSC “Kyivstar” development will allow the company to expand its telecommunications network capacity and geographical coverage, increase the number of mobile and fixed-line Internet subscribers, improve the company's image and profitability, increase its competitiveness, and contribute to further economic development of PJSC “Kyivstar”.

Given the rapid development of telecommunications technologies and the growing needs of customers, Kyivstar should actively work to improve its services and develop strategic areas of activity.

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