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## Factors of competitiveness of the enterprise

This article explores the factors that affect the competitiveness of an industrial enterprise. The complicated processes of reforming economic relations and the development of new market conditions in our country require new approaches to the organization of production and economic activities, principles and methods of production management. In the course of economic reforms, Kazakhstan's industrial enterprises have undergone significant changes, both from the point of view of the socio-economic nature of ownership, and from the qualitative and quantitative characteristics of their production capacities. The fundamentally changed external environment required the skills of doing business in a highly competitive environment. Factors are those phenomena and processes of production and economic activity of the enterprise and the socio-economic life of society that cause a change in the absolute and relative magnitude of production costs, and as a result, a change in the level of competitiveness of the enterprise itself. The key factors of market success include: the financial situation of the enterprise, the development of the base for its own research works, and the level of expenditure on the; the availability of advanced technology, the provision of highly skilled personnel, the ability of production (and price) maneuvering, the availability of a sales networking and experienced marketing personnel, the state of technical service, the opportunities to credit their exports (including the help of state organizations), the effectiveness of advertisement and public relations system, security information, the creditworthiness of the major buyers. Factors can affect both towards improving the competitiveness of enterprises and downwards. Factors promote the conversion of opportunities into reality. Factors determine the means and ways of using reserves of competitiveness.

*Keywords:* competition, competitiveness, competitiveness management, industrial enterprises, economic crisis, competitive enterprise.

The strategy of social and economic development «Kazakhstan-2050» considers as one of the main tasks of the formation in the republic of a powerful diversified, balanced, competitive industrial complex. The solution of this strategic task is ensured, first of all, from increasing the competitiveness of domestic industrial enterprises, both on the domestic and global markets.

According to the World Economic Forum's global competitiveness ranking Kazakhstan takes 50th place. This evaluation is made in accordance with an assessment of the competitiveness of an enterprise and a sustainability of its functioning.

Economic development of modern Kazakhstan today is heavily influenced by the globalization of the world economy. For our country, this resulted in a deterioration of its competitive advantage in global markets, as well as the weakening of the domestic producers in their own national market. In this situation, a deeper understanding of the category «competitiveness» is required.

*Competition* (from lat. concurrentia - to collide) is a competition between producers (sellers) of goods, in general - between any economic or market entities, the struggle for commodity markets in order to obtain higher incomes, profits, other benefits. Competition represents a civilized, legalized form of struggle for existence and one of the most effective mechanisms of selection and regulation in a market economy [1].

Under current conditions in Kazakhstan there is a strengthening of competition, whereby business leaders are constantly looking for new levers of competitiveness and business management tools.

At the same time improving the competitiveness applies to all levels of its hierarchy of products (goods and services), enterprise, industry, region and the country as a whole, but of special importance the company's competitiveness as a main component of the economy [2; 9].

The need for research and practical development problems of competition in the field of production has increased considerably. This struggle is already acting in the domestic market - between domestic producers and their foreign competitors, and in the external market, where competition involves enterprises and firms, the most successful economically and technologically advanced industries.

The economic crisis adversely affected the implementation of production and economic programs of enterprises in Kazakhstan. But on the other hand, with increasing competition, the crisis has defined the unique role of the active policy of the enterprise market with ever-increasing effectiveness of its activities. A fun-

damental approach to the implementation of these requirements and, accordingly, ensuring competitiveness is based on the development of new effective forms of an organization of the production process of the firm and methods of production management. Competitiveness of the enterprise includes not only qualitative and price parameters of products, but also depends on the level of management, financial flows, investment and innovative components of its activities.

Nowadays, Kazakhstan favors a model of a competitive economy with priority sectors that have economic potential to improve competitiveness. Also, a rapid development of the system of Kazakhstani clusters, which are able to determine the long-term specialization of the country's economy in non-oil industries, has been launched [3; 143].

In modern conditions of market relations development in Kazakhstan, the competitive output is not a universal tool in the struggle for the competitiveness of an enterprise. With consistent quality characteristics of products, operations and services of the enterprise, its competitiveness can vary within rather wide limits, reacting to various factors determined by the competitive environment. Proceeding from this, the competitiveness of an industrial enterprise can be represented in the following form (Fig.).

Achieving the competitiveness of an enterprise, produced by it, both on the domestic and on the world market is absurd, without technical and technological renovation of production or without the use of progressive, highly efficient methods of organizing production processes. At the same time, the effect of any changes in the company, whether the introduction of new technologies or innovative organizational and economic transformation, can only be achieved with appropriate reinforcement of human resources.

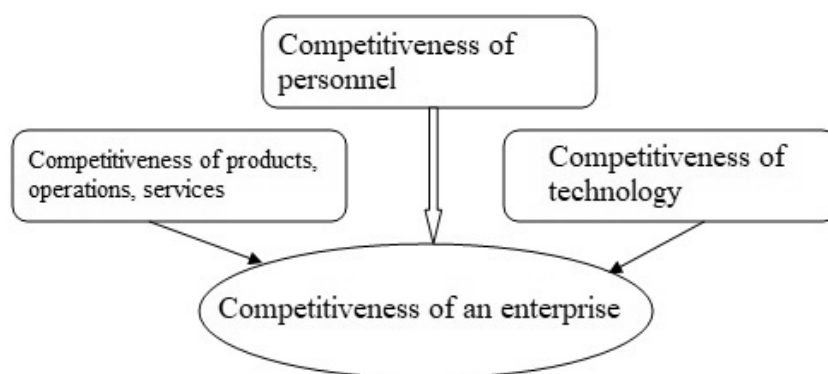


Figure. Factors determining the competitiveness of an industrial enterprise

People represent the competitive wealth of an enterprise that needs to be developed together with other resources in order to achieve strategic goals. Thus, only at the intersection of three components - competitive products (works, services), competitive technologies and methods of organizing production and labor, and competitive personnel - it is possible to achieve the competitiveness of the enterprise as a whole, which in turn, is the key to its effective operation.

The competitiveness of the national economy provides companies that produce goods and services, and companies, in turn, must seek the main competitive advantages such as the minimization of costs and product differentiation. Prosperity firms in competition in the world market depend on the following factors: the economic, political, institutional, human, cultural and educational. Kazakhstan aims to become an equal member of the international economic relations; it requires the implementation of measures aimed at increasing the competitiveness of domestic enterprises in the global market. To implement these tasks, it is necessary to carry out a number of complex studies, predetermining the scale of analysis and development in improving the methodological foundations of public administration of the mechanism to increase the competitiveness of Kazakhstani enterprises in the world market [3].

Proceeding from this, it is necessary to solve the following tasks:

- a) necessity of developing a concept of enterprise competitiveness in the context of globalization of economic activity of enterprises;
- c) determination of the economic direction of state influence on the formation mechanism of competitiveness of enterprises in the context of globalization of the world economy;
- e) identifying the main problems of the development directions of the state economic policy, affecting the competitiveness of enterprises;

e) evaluation of the impact of intra-policy to enhance the competitiveness of enterprises, in accordance with the state program of development of the country;

g) development of practical recommendations to improve the mechanism of formation of competitiveness of enterprises, with a view to becoming one of the world economy and increase its competitiveness.

In Kazakhstan, the problem of the competitiveness of the economy today does not come first, but for many countries it is the most important in economic policy. The likelihood of a country being on a worthy place in the global economy directly depends on the ability of its firms to retain and improve their positions in the commodity and financial markets of the world [4].

Enterprises to increase profits and competitiveness also need to stimulate the growth of demand for additional services. To overcome the low profitability of additional services and increase their attractiveness should:

a) to carry out advertising campaigns that reflect the essence of the offered services and the benefits they bring to the buyer;

b) reduce prices for additional services;

c) make the services more accessible to the consumer and make the necessary adjustments to them.

These activities will help to extract additional profits and maintain the image of an innovative enterprise. Organization in the face of the deteriorating market competition, resorts to search for new forms and methods of competition. Most businesses tend to create a sustainable competitive advantage in the field of production, management and sales, as price competition will provide only temporary advantages in the market. Many firms are adopting innovations, trying to improve their economic performance, on the most important areas as the efficiency of economic activity, labor productivity, international competitiveness, using the reorganization of business operations and structure. Numerous studies have revealed that innovations introduced only in the sphere of production or sales already lead to positive economic results, including the same growth in labor productivity, even when one result is achieved. However, immediately improving economic performance may not be observed, since there must be a certain amount of time during which a decrease in labor costs should occur [5; 524].

With the introduction of total quality management systems in organizations focus on quality and adhere to the principle under which the cost of achieving and maintaining quality is much lower than the losses from correction of low-quality products [6].

When analyzing the issues of the competitiveness of an enterprise, it is legitimate to proceed from the following provisions:

– production with minimal costs ceased to be the sole purpose of the manufacturer;

– price competition is no longer the only form of competition.

In this regard, the concept of the firm's competitiveness is based on gaining a competitive advantage by differentiating the company's general offer by improving the quality and scale of the services offered to the client.

In modern conditions, characterized by global competition in increasingly integrated world markets, the dynamism, scale and sustainability of innovative technological development have become a decisive factor in increasing the competitiveness of the economy, ensuring the country's defense, economic, technological and environmental security.

For Kazakhstan, ensuring the innovative nature of technological development is extremely important, since only in this way it is possible to accelerate the creation of a new, modern technological base, to master the production of competitive products and to enter a phase of sustainable social and economic development. Until now, the state policy in the field of innovations and the infrastructure in Kazakhstan have not yet been united by a unified concept of development, which causes the participants in the innovation process to disunity and the lack of proper incentives in the field of technology transfer. Proceeding from this, immediate development of such a concept with mandatory improvement of the description of the mechanism of innovation development seems imperative, which will make a significant contribution to improving the competitiveness of Kazakhstani enterprises in the world market.

This mechanism should include [7]:

– development of state innovation policy;

– formation of a mechanism for transfer of innovations to production and marketing (commercialization of innovation results);

– creation of a mechanism for stimulating innovation.

The process of turning the potential opportunities for improving competitiveness in real life constitutes the use of unused opportunities of the enterprise to reduce costs in the production of itself and maximizing the use of the entire range of operating conditions in a particular market in order to increase the competitiveness and, ultimately, the profitability of the enterprise.

This process in the economic literature is called reserves, which are divided into two main concepts:

– first, reserves as planned reserves, the presence of which in production and circulation is necessary for the continuous development of production, both at the level of any business entity and at the macroeconomic level.

– secondly, reserves as unused opportunities for the development of the business entity. Especially these reserves, conditioned by the improvement of equipment, technology, alive labor; effective use of raw materials; the ability to maximally use the market situation and the formal conditions of activity; are of particular interest.

Legitimately the division of all set of reserves of competitiveness of an enterprise into losses, due to irrational use of its own potential and the conditions of the external market environment, and new opportunities generated by the development of technology, technology, best practices, management methods, changing market and non-market operating conditions.

It should be noted that a certain degree of competitiveness of the enterprise reserves are due to its macro-economic reserves projecting the conditions defining a range of known structure and size competitiveness of the enterprise internal reserves.

It is known that losses, unproductive costs and unused opportunities are caused by irrational use of the entire potential of the enterprise in the conditions of existing equipments, technology, certain forms of labor organization, production; conditions of a particular market environment; socio-economic and political situation in the world and the country.

However, reducing the concept of reserves of competitiveness only to the limited notion of «loss» is fundamentally wrong. Potential opportunities for increasing competitiveness are not limited to eliminating losses, although this work is important.

The concept of competitiveness provision is much wider and multifaceted. The presence of unused reserves of competitiveness is not always an indication of a lack of attention to them. At the time of their analysis, many of the opportunities that later appeared as reserves had not yet formed and developed, and therefore could not be taken into account. Scientific and technological progress, associated with its skills growth of personnel and the emergence of new equipment, technology and products - an ongoing process. Therefore, at every given time there is a gap between the measured and new production possibilities and the market situation. This gap is manifested in the form of reserves of competitiveness, that is, unused opportunities.

It should be noted that the composition of reserves is not permanent or frozen. Continuous emergence of new product designs, new progressive technologies and technology itself, forms of organization of production and management of enterprises, new market situations and forms of competition cause the emergence of new types of reserves and the need to identify, account and use them.

Reserves of competitiveness as unused opportunities are connected, on the one hand, with the peculiarities of using separate elements of the internal potential of the enterprise, and on the other, which is also important, using the factors of the external market environment. The latter include the use of reserves, «the formal rules of the game» set by the state, and reserves the use of market mechanisms themselves, also forming the attitude of consumers to the enterprise.

The reserves of competitiveness of an enterprise are primarily connected with the unused opportunities of the current market situation, which is determined by the main characteristics of the market itself and by the conditions of activity established by the state both in the field of legislative and regulatory framework and in the sphere of its economic relations with business entities.

It is very important for the company in the development of a strategy to clearly identify the target market of its activities. At the same time, the market can be global, national or sectoral. Reserves for the correct choice of the target market can be identified based on an analysis of the relevant indicators of markets or segments of these markets, where the company can ensure the highest profitability and on which it will target its production program.

When determining the reserves of the target market, special attention is paid to the stage of the product life cycle, as there is a possibility of a demand for goods of market and technological novelty in one market or market segment, in another market – demand for traditional goods, which are in the stage of maturity and

requiring small improvements, in the third market– the problem of the urgent withdrawal of goods from the market may arise in connection with the appearance on it of principally new products.

In modern conditions, when the world market and national industrial markets are divided between the parties, the greatest interest is the study of individual market segments and the discovery in this connection of the enterprise reserves due to a clear target orientation of production to the requirements of specific consumers.

The market segment is a part of a specific commodity market where a certain group of consumers focuses on a certain modification of the product. The segmentation of the market is based on the thesis that a single enterprise in a competitive environment is not able to meet all the requirements for a certain product and must orient in its activities to those segments that are most preferable from the point of view of its competitiveness.

Segmentation of the market, depending on the objective function, can be different. Allocate geographical, demographic segmentation; segmentation by socio-psychological factors; segmentation by groups of specific consumers (one-time buyers, regular customers, potential buyers, etc.) and a number of others.

Reserves for assessing the conditions of activity in the target market closely associated with the reserves of the right choice of the target market and its segment. These reserves can be identified in the compilation of objective forecasts of economic, political, technical and technological conditions of interest markets and their segments, allowing to determine and extrapolate trends in demand, competition, and profitability.

The group of reserves for using the market situation includes reserves related to the extent to which the company effectively uses the opportunities to increase its competitiveness by maximizing the use of formal rules of operation established by the state. These are reserves associated with the use of various tax incentives for certain areas of activity; reserves of using the system of state subsidies, investments, loans; insurance activities; reserves, arising in the implementation of state programs to improve the competitiveness of enterprises; reserves of competent accounting and use of the legislative and regulatory framework of management. All these reserves can and should be identified in the course of the practical activities of the marketing services of the enterprise when assessing the business environment in relation to it. On how well the company will operate the data division, will largely depend on its level of competitiveness. The remaining 4 groups of reserves of competitiveness of the enterprise relate to the use of the capabilities of its own potential for individual components: organizational, production and technological, financial and economic and human resources.

In the second group, we have pooled the reserves associated with the use of the organizational capacity of the enterprise. At the same time, reserves for using its scientific and technical potential are included here, allowing innovation to compete, as well as reserves of other aspects of the enterprise's activities that determine its capabilities in the field of non-price competition.

In the context of aligning the overall production costs of the major manufacturers in the world markets become important reserves of increasing competitiveness in the stage of the product lifecycle. These reserves are associated with the expansion of the post-production, service and warranty service network of their products by manufacturing enterprises; expansion of the scope and increase in the terms of warranty and service maintenance, etc.

The third group of reserves for increasing the competitiveness of the enterprise is associated with the use of reserves of the production and technological potential of the enterprise, which is the use of tools reserves and means of labor that are available. From these positions can be identified reserves of fixed assets, which includes reserves of use of production spaces, equipment operating time fund, the tool and adaptations; reserves of renewal of the structure of fixed assets; reserves of improvement of production technology, including provisions to improve the process of succession; intensification of technological processes; reduction of technological preparation of production, as well as provisions to improve the logistics of production; improve the installation, commissioning and loading and unloading operations and transport services.

The level of development of markets in industrially developed countries no longer makes it possible to provide significant advantages to the firm only at the expense of material and financial factors, making them generally accessible. Individual advantages and leadership increasingly become a consequence of the effective use of unique in nature factors of an intangible, intangible nature, including the acquisition, processing, analysis, interpretation of information; forecasting, forecasting, modeling of changes; creation, use, commercialization of knowledge bases, experience and other intellectual products; the formation of intra-atmosphere innovative susceptibility, business and emotional cooperation (partnership); development of direct and reverse communication channels with external audiences.

The fourth group of reserves to increase the competitiveness of the enterprise is the reserves of its financial and economic potential. Through financial analysis and capital and cost structure, and the balance of the net working capital, financial liquidity and stability; turnover and profitability; investment attractiveness identifies trends and patterns of economic development, provisions are determined that the company can use to improve their financial situation and, consequently, competitiveness.

It is very important for the enterprise to identify and use the reserves of its financial stability. Financial stability is a characteristic of a financial condition that determines the level of the company's dependence on external sources of financing.

Reserves for borrowed capital involve analysis of both long-term (over 1 year) and short-term liabilities (or current liabilities). In this case, from the point of view of the «safe» use for a long period of time (mainly to finance fixed assets) long-term liabilities can be equated to equity, all of which will be invested capital.

Through specific metrics it is possible to evaluate how hard the company uses borrowed money to upgrade and expand production. From what has been said, however, it does not follow that the longer the long-term obligations, the better for the financial condition of the enterprise as a whole. If we abstract from the fact that at present there is no long-term crediting in our country (excluding large industrial enterprises), then the size of long-term loans is naturally limited to its repayment capacity, taking into account the level of bank interest. However, if the capital investments carried out for this source lead to a significant increase in competitiveness and profit, then it is advisable to use long-term loans.

Reserves of increase of competitiveness to a large extent depend on the attractiveness of investment and business activity. Even large enterprises do not always have the opportunity to implement major projects without additional investments, both state and non-state. Therefore, an evaluation of investment attractiveness, based on an analysis of the size and dynamics of the main financial and economic performance, is important. In addition, a considerable degree of investment attractiveness can be enhanced of the business activity, which is manifested in the enterprise market and is characterized by the intensity of the use of fixed and current assets.

In the conditions of market relations, especially the current stage, the reserves of using price factors to improve the competitiveness of the enterprise have not lost their relevance in our country either. On the one hand, it is necessary to analyze the methods of competition used by competitors (such as discounts on prices, terms and amounts of guarantees). And on the other hand, the development of its own strategy, which allows using the reserves of price competition. To this end, discounts are used from the contract price for early payment and the form of early repayment of receivables: sale of debts to the bank (factoring); obtaining a loan in the bank for payment of obligations exceeding the balance of funds on his current account (overdraft); accounting bills (discount), etc.

And finally, the fifth group of reserves of increase of competitiveness of the enterprise - its human resources potential reserves. Despite the importance reserves all other groups, with all modern high technology industrial production there is considerable room for improvement of working time, both by reducing the loss of working time, and by improving skill and creativity frames. The creation of the necessary socio-psychological support for the whole system of activity management is a necessary condition for the identification and use of this group of reserves.

In order to make the management system of the company one of the most powerful factors of competitiveness, in our opinion, it is necessary:

- Recognize that, in the context of integration into the world economy and increased competition in the domestic market, it is impossible to maintain its «specific» resources in the long term.

- Assume that, as in the rest of the world, the existing competitive strategies are ultimately either leading to costs (and, as a result, gaining in price competition), or to more differentiated customer satisfaction. Therefore, in any case, the task of comprehensive improvement as resource management, and management of the organization. Depending on the size of the company, the type of activity, the level of market development, priorities are shifted between resource management and the management of the organization.

This classification, of course, is not limited to the composition of reserves of competitiveness. The list can be continued, taking into account the specific conditions of the market, the specific conditions of the entity's activities and economic results of the economic analysis of the provisions in these conditions.

Thus, it can be concluded that in relation to economic processes, the management of competitiveness is the conscious influence of a person on objects and processes, as well as on the participation of people in them, aimed at giving a certain direction to the economic activities of an enterprise and obtaining the desired results.

In order to create a competitive enterprise, it is necessary not only to modernize production and management, but also to clearly know what is being done for, what the goal should be achieved. The main thing in this case should be the ability to determine, quickly and effectively use in competitive struggle their comparative advantages. All efforts should be directed to the development of those parties that distinguish the enterprise from potential or real competitors.

It is obvious that the economic downturn in Kazakhstan, is a consequence of the low competitiveness of domestic industry due to the low efficiency of the management of enterprises and the low efficiency of the measures of state support of domestic producers.

The state policy of industrial development aimed at improving the competitiveness of industrial enterprises should provide a solution to two major problems: the reform of enterprises to improve the quality and efficiency of their management, and the development of state regulation of measures to encourage the development of domestic producers. In this regard, the development of competitiveness management theory becomes now extremely important practical significance.

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### Кәсіпорынның бәсекеге қабілеттілік факторлары

Мақалада өнеркәсіптік кәсіпорынның бәсекеге қабілеттілігіне ықпал ететін факторлар зерттелген. Елімізде жүргізіліп жатқан құрылымдық экономикалық өзгерістер мен нарықтық ортаның даму ерекшеліктері өндірісті басқару әдістері мен қағидаларына жаңаша қарауды талап етуде. Бүгінгі күнде Қазақстандағы өнеркәсіптік кәсіпорындар ұйымдастырушылық-экономикалық тұрғыдан ғана емес, сандық және сапалық сипаттамалары бойынша да елеулі өзгерістерге ұшырады. Әсіресе сыртқы ортаның өзгеруі шаруашылық жүргізуші субъектілерді жаңа жағдайларға икемделуге итермелеп отыр. Факторлар — шаруашылық жүргізуші субъектінің өндіріс барысында орын алатын шығындар немесе қоғамдағы әлеуметтік-экономикалық жағдайлардың әсерінен болатын көріністер емес, ол кәсіпорынның бәсекеге қабілеттілік деңгейін анықтайтын нәтиже. Нарықтағы жетістіктерге ықпал ететін факторларға кәсіпорынның қаржылық жағдайы, жеке ғылыми-зерттеу жұмыстарына қажетті база және оған бөлінетін қаражат көлемі, алдыңғы қатарлы технология, білікті кадрлармен жабдықталу, нарықтық ортаға тез икемделу қабілеті, тауарды өткізу арналары мен сенімді әріптестер, техникалық қызмет көрсету сапасы, сыртқы нарықтарға шығу мүмкіндіктері, маркетингтік қызметтің белсенділігі, қажетті ақпараттарға қолжетімділік, әлеуетті тұтынушылардың болуы жатады. Аталған факторлар кәсіпорынның бәсекеге қабілеттілігін артуына да немесе төмендеуіне де әсер етуі мүмкін. Тиісінше, факторлар қолда бар мүмкіндіктердің нақты нәтижеге айналуына мұрындық болатын себептерді қамтиды. Нәтижесінде бәсекелік ортада кәсіпорынның табысқа жетуіне негіз болатын жағдайларды қалыптастырады.

*Кілт сөздер:* бәсеке, бәсекеге қабілеттілік, өнеркәсіптік кәсіпорындар, бәсекеге қабілеттілікті басқару, экономикалық дағдарыс, бәсекеге қабілетті кәсіпорын.

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## Факторы конкурентоспособности предприятия

В статье исследуются факторы, влияющие на конкурентоспособность промышленного предприятия. Происходящие в нашей стране сложные процессы реформирования экономических отношений и развитие новых рыночных условий хозяйствования требуют новых подходов к организации производственно-хозяйственной деятельности, принципов и методов управления производством. Отмечено, что в ходе экономических реформ промышленные предприятия Казахстана претерпели существенные изменения с точки зрения как социально-экономической природы собственности, так и качественных и количественных характеристик своих производственных возможностей. Изменившаяся коренным образом внешняя среда потребовала навыков ведения хозяйственной деятельности в условиях жесткой конкуренции. Показаны факторы — те явления и процессы производственно-хозяйственной деятельности предприятия и социально-экономической жизни общества, которые вызывают изменение абсолютной и относительной величины затрат на производство, а в результате — изменение уровня конкурентоспособности самого предприятия. Выделены ключевые факторы рыночного успеха: финансовое положение предприятия, развитость базы для собственных научно-исследовательских работ и уровень расходов на них, наличие передовой технологии, обеспеченность высококвалифицированными кадрами, способность к продуктовому (и ценовому) маневрированию, наличие сбытовой сети и опытных кадров сбытовиков, состояние технического обслуживания, возможности по кредитованию своего экспорта (в том числе с помощью государственных организаций), действенность рекламы и системы связей с общественностью, обеспеченность информацией, кредитоспособность основных покупателей. Подчеркнуто, что факторы могут воздействовать как в сторону повышения конкурентоспособности предприятия, так и в сторону уменьшения. Это то, что способствует превращению возможностей в действительность. Факторы определяют средства и способы использования резервов конкурентоспособности.

*Ключевые слова:* конкуренция, конкурентоспособность, управление конкурентоспособностью, промышленные предприятия, экономический кризис, конкурентоспособное предприятие.

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