

Methods of managing the competitiveness of an enterprise.

Nizomiddinov Jahonmirzo Zukhriddin oglu,

*Tashkent State Economic University, Faculty of Finance and Accounting, 3rd year student of
group BR-54.*

Abstract: *One of the main goals of any enterprise in a market economy is to increase its competitiveness and products. Above in this paper, it was noted that one of the main conditions for managing the competitiveness of an enterprise is the development of methods for its 1) analysis and 2) measurement, which in turn will allow you to manage its level and conduct a comparative analysis of the competitiveness of market entities. Thus, the task of quantitative measurement and analysis of competitiveness is one of the urgent tasks of marketing in the management system of any enterprise. In market relations, only that enterprise gets the opportunity for further development, which carries out effective economic activity. This principle subordinates all aspects of the enterprise's activity to taking into account market conditions, necessitates the development of a strategy for ensuring the competitiveness of the enterprise, its constant analysis and evaluation.*

Keywords: *competitiveness analysis, competitiveness of an organization, production and economic activity of the enterprise, assessment of the competitiveness of an organization, methods for assessing the competitiveness of an organization, increasing competitiveness.*

Introduction. At the micro level, it is necessary to distinguish between two concepts of competitiveness:

the competitiveness of an enterprise as the efficiency of its production and marketing activities in a particular market;

product competitiveness as a potential difference in consumer demand between it and similar products.

Many authors associate the competitiveness of an enterprise only with the competitiveness of products, considering it to be the basic concept in the competitiveness system, while considering other aspects to be its derivatives. This approach to assessing competitiveness is reflected in a number of publications. However, the concept of competitiveness of an enterprise is much more multidimensional and is interpreted in the scientific literature very ambiguously.

At the same time, the competitiveness of products and enterprises correlate with each other as a part and as a whole. The competitiveness of products is one of the most important characteristics that ensures the competitiveness of the enterprise. There is a close relationship between these categories. The ability of an enterprise to compete in a particular product market directly depends on the competitiveness of the product and the totality of the economic methods of the enterprise's activities that affect the results of competition. It must be said that the competitiveness of products is a necessary but not sufficient condition for the competitiveness of an enterprise. This circumstance follows in particular from the differences between these categories:

- firstly, the competitiveness of products is determined over a short period of time from an economic point of view, and the assessment of the competitiveness of an enterprise is carried out over a long period;

- secondly, the level of competitiveness of products is determined for each of its types, and the assessment of the competitiveness of an enterprise covers the entire range of products (and not only the range);

- thirdly, the competitiveness of the enterprise is only of interest to its owner, who determines the feasibility of production activities based on specific conditions. The consumer, when assessing the competitiveness of products, is not interested in costs and production efficiency.

Most of the operational methods for assessing the competitiveness of an enterprise are based on portfolio and SWOT analyzes, or on the use of various production indicators and financial ratios that characterize production activities, financial position, investment efficiency, and so on. In the paper, it is proposed to take the following indicators for the main indicators of the competitiveness of an enterprise: economic potential and performance efficiency; management level; production and marketing potentials; research potential; financial position; the reputation of the enterprise, its market strategy and innovation; condition and qualification of labor resources.

In the paper, competitiveness is considered as a multidimensional concept within the framework of the marketing mix, and for its measurement the variables of competitive advantages, adaptability and economic performance of the enterprise are used. To measure competitive advantages, it is proposed to use the following variables:

- competitive pricing;
- cost advantages;
- quality, design, packaging, performance characteristics of the product; after-sales service;
- speed of response to consumer requests;
- image;
- product range;
- contacts with suppliers;
- breadth of the distribution network;
- advertising;
- personal selling technique;
- marketing information system;
- marketing research.

Measurement of adaptability is recommended to be carried out using variable adaptation measures of the following policies: consumer, price, product, incentives and distribution. The adaptability of the enterprise is considered as a factor in the competitiveness of the enterprise. In the work, the results of the economic activity of the enterprise are measured using the following indicators:

- financial (income on investments and profits);
- market (sales volume and market share of the enterprise);
- survival (cash receipts).

To assess the competitiveness of the enterprise, a system of indicators of the effectiveness of its production activities, financial position, the effectiveness of the organization of sales and promotion of goods, the competitiveness of the goods and the effectiveness of the innovative project was chosen.

The functional approach is to determine the cost / price ratio, capacity utilization, output volumes, profit margins, and so on. According to this approach, those enterprises are competitive where the production and marketing of goods are better organized, and where financial management is effective. An example of the use of a functional approach is the methodology of the American consulting firm Dun & Bradstreet, which is based on three groups of indicators of market activity: indicators of the effectiveness of the production and marketing activities of an enterprise; indicators of intensity of use of fixed and working capital; indicators of financial activity. In addition to the above groups of indicators, indicators are proposed that characterize the competitiveness of products. Methods for measuring the competitiveness of an enterprise based on the functional approach of the theory of effective competition have become widespread in the United States and Western Europe and can be recommended for use by domestic exporting enterprises.

The advantage of the functional approach is the use of indicators that make it possible to draw conclusions about certain areas of the enterprise's economic activity. However, it should be noted that this approach also has certain disadvantages, since it does not take into account such important criteria for determining the competitiveness of an enterprise as the presence of a competitive potential, indicators of environmental friendliness of production, social efficiency and the image of an enterprise.

Conclusion.

The proposed assessment of competitiveness is based on a comprehensive, multidimensional approach to this complex phenomenon and excludes subjectivity. The weighting coefficients of indicators are calculated on the basis of correlation analysis, which makes it possible to objectively and quantify the relationship between each group of indicators and the value that comprehensively characterizes the production and economic potential of the enterprise, which is proposed to be the indicator of the enterprise's capacity.

It should be noted that the main advantage of this methodological approach is the exclusion of subjectivity in the assessment of competitiveness. The main negative side, in our opinion, is the insufficiency of the enterprise's capacity indicator for a comprehensive description of the production and economic potential of the enterprise.

List of used literature.

1. Bobrovnikov, A.N. Fundamentals of marketing / A.N. Bobrovnikov, S.N. Volkova, I.E. Zamyatina, V.A. Nikolskaya. - Tver: TSTU, 2014. - 543 p.
2. Burov, V.N. et al. Strategic management of firms / V.N. Burov. - M.: Infra-M, 2014. - 635 p.
3. Vikhansky, O.S. Strategic management / O.S. Vikhansky - M.: Gardariki, 2012. - 375 p.
4. Demchenko, A.A. Measurement of the competitiveness of industry enterprises: Theory and methods of measurement / A.A. Demchenko. - Kursk: Kursk, 2014. - 335 p.