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Managing the competitiveness of an industrial enterprise.

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Abstract. The complex processes of reforming economic relations taking place in our country and the development of new market conditions for managing require new approaches to the organization of production and economic activities, principles and methods of production management. In the course of economic reforms, the industrial enterprises of Uzbekistan have undergone significant changes, both in terms of the socio-economic nature of ownership, and in terms of the qualitative and quantitative characteristics of their production capabilities. The radically changed external environment required the skills of doing business in a competitive environment.

Key words: competition, 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: The development of the economy of Uzbekistan indicates that economic reforms aimed at ensuring and supporting the transition of industrial enterprises to market economic conditions have not yet achieved the expected results. This is confirmed by the instability of the main indicators of the production and economic activities of enterprises and the extremely low competitiveness in the domestic and foreign markets of both the enterprises themselves and their products, and the state as a whole. One of the main reasons for this state of the domestic economy is that the management processes at most industrial enterprises continue to experience the burden of the old management principles that are characteristic of the administrative-command economy.

At the same time, the dynamics of the development of market relations urgently requires:

- acceleration of market reforms;

- fundamental changes in the organization of enterprise management, that is, the speedy transition to methods inherent in market relations;

- application of modern market management technologies, taking into account the accumulated experience of countries with developed market economies in order to increase the stability, flexibility and survival of the enterprise in market conditions.

The experience of market-developed countries, as well as recent studies by economists of the post-Soviet states, convincingly indicate that marketing is the theoretical and practical concept for improving the management of the competitiveness of an enterprise in order to increase it in an increasingly competitive market.

The most important function of marketing in an enterprise is to determine the impact of the market environment on the effectiveness of its functioning in the conditions of market relations. To solve this problem, it is necessary to conduct research to determine how the enterprise can enter the market at the lowest cost. The basis of such a study is a competitive comparison of market entities.

In the context of constantly changing market situations, expansion of market relations and increased competition, solving the issues of objectively determining the position of an enterprise in the market, determining its competitive advantages and identifying weaknesses in production activities will ensure a high degree of preparation and adoption of managerial decisions aimed at increasing the stability of an enterprise in a market economy environment.

At present, in the domestic scientific literature, much attention is paid to marketing management methods, which allow taking into account the influence of the characteristics of hard-to-predict market factors on the activities of an enterprise and, thereby, increase its survival in the face of fierce market competition.

The study, analysis and evaluation of these features, i.e. the forces of influence of a dynamic external environment on the activities of an enterprise, competitive conditions and difficult to predict the behavior of competitors, it is necessary for an enterprise, first of all, in order to:

- determine the degree of its adaptation to the impact of external and internal factors of the market environment;

- identify their competitive advantages and disadvantages over competitors;

- assess the level of its competitiveness;

to develop complexes of organizational, economic, technical and technological measures aimed at its increase;

- develop various scenarios for the development of the market environment and effective competitive strategies for its development in this environment.

As you know, in the conditions of market relations, the criterion for the stability and survival of an enterprise in a market environment is the competitiveness of an enterprise, the analysis, evaluation and forecasting of which becomes an objective necessity, since in

modern competition, for all its scale, dynamism and sharpness, the one who analyzes and fights wins. for their competitive position.

Only viable enterprises that flexibly maneuver and use new mechanisms in management will be able to function in a market economy. One of the important tasks is the task of quantifying the level of competitiveness of the enterprise, as well as the development of measures to manage it.

The organization of management and planning of economic activity of an enterprise, based on the analysis of competitiveness, allows to increase its adaptability, competitive advantages and results of economic activity and, as a result, increase its stability, flexibility and survival, both in domestic and foreign markets.

Conclusion.

In order to successfully predict the competitiveness of an enterprise and its factors, it is necessary to rely within the framework of an integrated approach on evidence-based methods, among which the following can be distinguished: extrapolation; normative-target forecasting; economic and mathematical modeling; expert assessments. The use of the first three methods for solving this problem requires, on the one hand, a large amount of multidisciplinary information and significant time costs for its processing, on the other hand, the homogeneity, correctness, and specificity of the initial data. As a rule, the fulfillment of these requirements is associated with great practical difficulties. In this regard, it should be noted that in the conditions of the transition economy, the activity of the vast majority of enterprises is largely determined, directly or indirectly, by the influence of external factors of the market environment, which in the most general case have an arbitrary nature of occurrence, and not necessarily economic. This circumstance, of course, can significantly limit the use of these methods in order to predict competitiveness.

From the foregoing, it follows that in the current economic conditions, for predicting the competitiveness of an enterprise and its factors, the most accessible are expert methods and approaches, the main advantage of which is the possibility of their implementation in conditions of partial uncertainty of the market environment, inaccuracy of the initial data and little need for statistical information.

The main factors of competitiveness of the enterprise, as noted above, we believe: the potential of the enterprise; the degree of satisfaction of market requirements with competitive products; business results.

Adequate forecasting of the competitiveness of an enterprise is based, first of all, on an analysis of its potential capabilities and is a difficult task, the solution of which allows: to ensure a balance of the real capabilities of an enterprise with market demands; define the main goals and develop effective strategies to achieve them; develop basic programs for production development and market behavior; make competent management decisions aimed at increasing the competitiveness and sustainability of the enterprise. Ultimately, the potential capabilities of an enterprise, its competitive status characterize the prerequisites for

achieving economic results of its economic activity, on the one hand, and meeting the requirements and demands of the market, on the other, for a certain time perspective.

As you know, the sustainable work of domestic enterprises is complicated by the instability of the economic situation in the country, the lack of a clear strategy for the development of the economy at the macro and micro levels. This is explained, first of all, by the influence of critical events on a planetary, state and regional scale that can upset the economic balance of any state. Therefore, one of the main aspects that must be taken into account when predicting the potential of an enterprise is the instability of its external environment, which has the following levels of change - global, macro and micro levels.

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