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**ORGANIZATIONAL AND ECONOMIC MECHANISM  
FOR FORMING COMPETITIVE STRATEGIES**

**Abstract.** The stability and efficiency of the functioning of Kazakhstan's consumer sector enterprises are currently being formed under the influence of conflicting factors of market conditions and state regulation, the convergence of which significantly determines the internal configuration, dynamics and potential for their development.

The need for the development of modern, effective and adequate to the state of the markets mechanisms and instruments of strategic management was especially acute in connection with the sanction pressure of Western countries and the post-crisis transformation of micro- and mesoscale economic systems.

The shortcomings of the methodological support of strategic management of the industrial business, aimed at creating long-term competitive advantages in the face of increased pressure (market and competitive) from international markets, players and regulatory institutions, became apparent.

Thus, the problem of reconciling the interests of long-term strategic business development has become extremely urgent, which, as you know, is a controversial and controversial layer in domestic and foreign management science.

A separate place in solving the problem of increasing the effectiveness of strategic management is occupied by issues related to ensuring high-quality strategic planning, improving organizational forms of business, the formation of motivation mechanisms for all subjects of the industrial business, as well as the development of monitoring and control systems for the implementation of development strategies.

The effectiveness of the enterprise competitiveness management mechanism requires the fulfillment of certain requirements for enterprises in this field, the organizational and economic model of the enterprise, the forms and methods for evaluating the effectiveness of managerial decisions.

The organizational and economic mechanism of enterprise competitiveness management is effectively implemented in management technology. In this case, we use the process approach, which allows us to consider the technology as a set of organizational measures, operations and techniques aimed at increasing the competitiveness of the service industry enterprise.

The need to form an organizational and economic mechanism for the development and implementation of managerial decisions within the framework of a systematic approach to strategic management of business development as a factor in ensuring sustainable economic growth is especially relevant.

These facts determined the scientific relevance and practical value of solving the problems of strategic management in industrial wineries.

**Keywords:** competitiveness, strategy, mechanism, economic growth, organizational and economic mechanism.

**Introduction**

The importance of changes in the strategy of the enterprise is determined by the contradiction between the practical goals of the enterprise and the existing situation. Recently, more and more enterprises have resorted to the development of company development strategies and, accordingly, to strategic planning.

For large companies with large assets, capital-intensive production, and a large length of production structure, the presence of a development strategy is considered simply a necessary condition for survival. It is strategic planning that allows the company to determine its goals and what it needs to strive for, whereby to develop its business or simply survive in the increasing competitive struggle [1].

Many well-known companies not only have a well-developed and transparent strategy, but also adhere to established development parameters, and this ultimately led them to success, but when achieving success, for the sake of further existence, the company should resort to strategic planning. This should not be a one-time process, but a constant, ongoing activity of top managers. The use of strategy as a management tool in the daily activities of the company is a prerequisite and a means of not only survival, but also ensuring the prosperity of the company.

### Methods

Methodological studies are general scientific methods of cognition - analysis and synthesis, analysis and synthesis, content - media analysis, sociography, a system and comparative historical method that allows you to determine the genesis, sequence and functioning of the digitizing stages in the system of indicators and the criterion for assessing competitiveness.

Scientific research and experimental-methodical research in the field of developing the organizational and economic mechanism of enterprise competitiveness.

### Results and discussion

In economic literature, a single understanding of «competitive ability» has not yet been worked out, despite close attention to this problem, as well as in Kazakhstan.

According to M. Porter, «there is no generally accepted definition of competitive ability». For firms, the competitive ability has made it possible to compete in the global market if there is a global strategy. For many congressors, the competitive ability has meant a positive foreign trade balance.

For some economists, the competitive ability meant low product costs per unit of exchange, reduced to exchange rate [2 p.13].

This idea, expressed by M. Porter in the late 80's, has not lost its relevance to the present. The main reasons for the multiplicity of the paths of this category are related to the fact that it is a business, an industry, or an industry, an industry, or an entity. Definitions are tied to various objects, subjects and subject of evaluation.

In various studies, the concept of «competitive ability» is used in the characteristics of various economic systems: enterprises that produce goods and services; branches, as a group of enterprises; CITY, SEPARATE REGIONS, COUNTRIES, GROUP OF COUNTRIES. However, a very wide, extremely wide range of tracts is infected. In particular, P. Krugman, refers to the «passion for competitiveness» is critical, considering that the competitive ability is the «attribute of the company» [3, p.21].

A. A thief in the classification of competitors does not include such a subject as a country, on the basis that «there is no example» (with the exception of the world military conflicts), there are [4]. Andrianov does not include in the sphere of research the competitive ability of the region [5,6]. In this way, until now, it remains debatable, to which objects and subjects the property of competitive ability is applicable. At the same time, all industrial and territorial economic systems are the subject of research in the theory of competitiveness.

In all likelihood, each of the author's definitions reflects a certain aspect of «competitiveness». With all the differences in the definitions, it can be said that the competitive ability can only be determined in comparison, i.e. is a concept that characterizes the comparative advantages of one object of valuation over another.

It should be noted that there is a close relationship between the competitive ability of a product and the competitiveness of a variety of economical systems, starting from an enterprise and an economically viable system. But at the same time, differences of position regarding the differences between different levels of competitiveness are preserved.

So, according to V. Andrianov, «... behind the position of the country in the world economy, it is primarily the position of its real sector in the world market that is both inside and outside the territory of

the country. The ability of a country to occupy a worthy place in the global economy depends on the capabilities of its firms to occupy (hold) suitable places in the good markets of the world» [7.8 p.9]. The analogous point of view is adhered to by S.V. Emelianov [9.10 p. 34].

Other researchers insist on a reverse dependency. In particular, M. Porter notes that «... the success of a company in competition with its competitors, first of all, depends on the state of affairs in the country» [11,12 p.13]. «A competitive product will not appear without an efficient, flexible manufacturer. A competitive company can only be born under the conditions of an economic system that stimulates it in the fight for the advantage over competitors. It is not a competitive country that has a lot to go with, but it has a dynamic potential for the release of new and new products - the leaders of the world market. The economical mechanism of the country should be competitive» [13,14 p.12].

The diversity of approaches to the determination of competitive ability is related to the uncertainty in the subject area of this concept. In our opinion, a variety of approaches arises from a mixture of the concepts of the object, subject and subject of competition, as well as the direction of competition (competition and competition [15]).

The objects of competition are the phenomena of the outside world, in which the actions are directed, in this case, for which a competitive fight is being fought. In the work of A. Voronova [17], consumer demand (domestic and world markets) and production factors (labor, land, capital, information and power) are assigned to the objects of competition. With this, as a subject of competition, the author reviews the products, work, services. In our opinion, such a separation of objects is not entirely correct, since in the field of the treatment of product factors are the same and rather refer to the understanding of «subject of competition».

Fathutdinov R.A. [18] in one list lists the objects of competition (goods and services), and the subject of competitive ability - personnel, which is the bearer of a specific product «labor force». According to V.L. Luneva, the subject of the competition is the goods (services), and the object is the customers and buyers. This division indicates two areas of action in a competitive battle: a product (item) and a consumer (object) [19].

According to Yu. Kormnov, there is no “universal definition of competitive ability for all subjects and objects. «Everything depends on what applies to which object (object) or subject it refers to» [20], that is, the author divides the concepts of the object and the subject of competitive ability, but puts the mark of the identity between the object and the subject of competitiveness.

In our opinion, all actions of the subjects are aimed at fighting for the consumer and (or) at fighting for the seller. Consequently, the objects of competition can be attributed to the demand (demand market) and the offer (offer market). In the event of competition, the sale of goods (the demand market) requires that the subjects offer a certain product, which must be kept in demand. have comparative advantages over the goods of other entities. When competing for the opportunity to receive one or another product (investment, qualified workforce, etc.) in the supply market, subjects must ensure the best conditions for acceptance (work, availability).

Thus, the formation of a competitive economy requires, first of all, the development of the theory of competitiveness, the formation of a system of evaluation indicators, the development of both state and regional policies for the competitiveness of economic systems.

### **Summary and Conclusion**

The formation of competitive strategies of the business entity is provided by the organizational and economic mechanism, which, in our opinion, should include the following elements:

- methods of complex analysis of the external macro and micro environment and assessment of competitive advantages of the business entity;
- mechanisms for the formation of competitive strategies for use in different market sectors (sectoral strategies) and (or) for different products (product strategies);
- the mechanism for ensuring the unity of the strategic development of the company.

The latter ensures that the set of competitive strategies corresponds to the organization's mission and their integration into the basic corporate strategy.

The most important element of the organizational and economic mechanism of formation of the strategy of the business entity is the mechanism of analysis of the macro and micro environment as a permanent activity in the course of strategic planning and implementation of the strategy. The list of estimated characteristics of macro and microenvironment and their quantitative indicators are determined by the method of expert assessments. For example, to assess the corporate profile of a business entity, attracted experts identified 43 characteristics, divided into twelve areas of activity. Each of the characteristics is evaluated by two parameters: 1) the degree of manifestation of the characteristic and 2) the degree of importance of the characteristic, which are set by the corresponding coefficients.

The rank of the corporate profile characteristic makes it possible to determine its contribution to the formation of the competitiveness of the business entity, taking into account the significance of this characteristic.

To take into account and more accurate assessment of individual characteristics of the business entity, an additional parameter «assessment of the importance of corporate profile areas», characterized by the importance coefficient, was introduced. If this coefficient is used, the calculation is carried out separately for each direction, to the sum of the characteristics of which the corresponding coefficient indicator is applied.

The proposed structure of the organizational and economic mechanism for the formation of competitive strategies of the business structure and the tasks to be solved at various levels are shown in figure 1.

To ensure the effectiveness of the developed strategy and its compliance with the set goals and long-term interests of the company, we have proposed a method of monitoring the strategic planning process, based on structural and logical filtering of external and internal factors of adverse impact and ensuring effective management of the strategy development process at all stages.

The method provides for the use of four structural and logical filters.

As can be seen from the figure, «filters» are used in a logical sequence that ensures that all the necessary components are included in the strategy and that it is consistent with the company's mission and strategic goals.

1) the Target filter provides correlation of the target orientation of the developed competitive strategy with the company's mission and the overall corporate development strategy. A competitive strategy should be formed as part of a single corporate strategy, except when the strategy is anti-crisis in nature. In this case, after the crisis is resolved and the economic situation is stabilized, all strategies should be brought into line with the company's mission as soon as possible, and if the mission has changed as a result of the crisis, then with a new mission.

2) the Resource filter. All strategic activities within the framework of a competitive strategy must be provided with resources. In cases where the same resources are used in the implementation of several competitive strategies for different products, the level of priority of each strategy and the sequence of implementation of strategic activities should be established.

3) risk minimization Filter. A competitive strategy for each business area, each market, and each product must be evaluated in terms of the risks it can bring to the company as a whole.

4) Economic filter. All strategic activities should be evaluated for their commercial effectiveness. Based on the results of this assessment, the economic efficiency of the competitive strategy as a whole is determined.

To determine the competitive advantages of the subject, a comprehensive assessment of the macro and microenvironment is carried out using a set of techniques, including:

1. Method of macro-environment analysis STEP.
2. Methodology for analyzing the ETOM marketing environment.
3. Methodology for analyzing the competitive environment based on the model of the five forces of competition By M. porter.
4. The methodology of the SWOT analysis.

The following conclusions can be drawn from the results of STEP analysis. Political factors have a virtually neutral impact, and the degree of influence of these factors is less than economic and social. Technological and economic factors are the most significant and have a predominantly positive impact. Social factors have a significant negative impact.



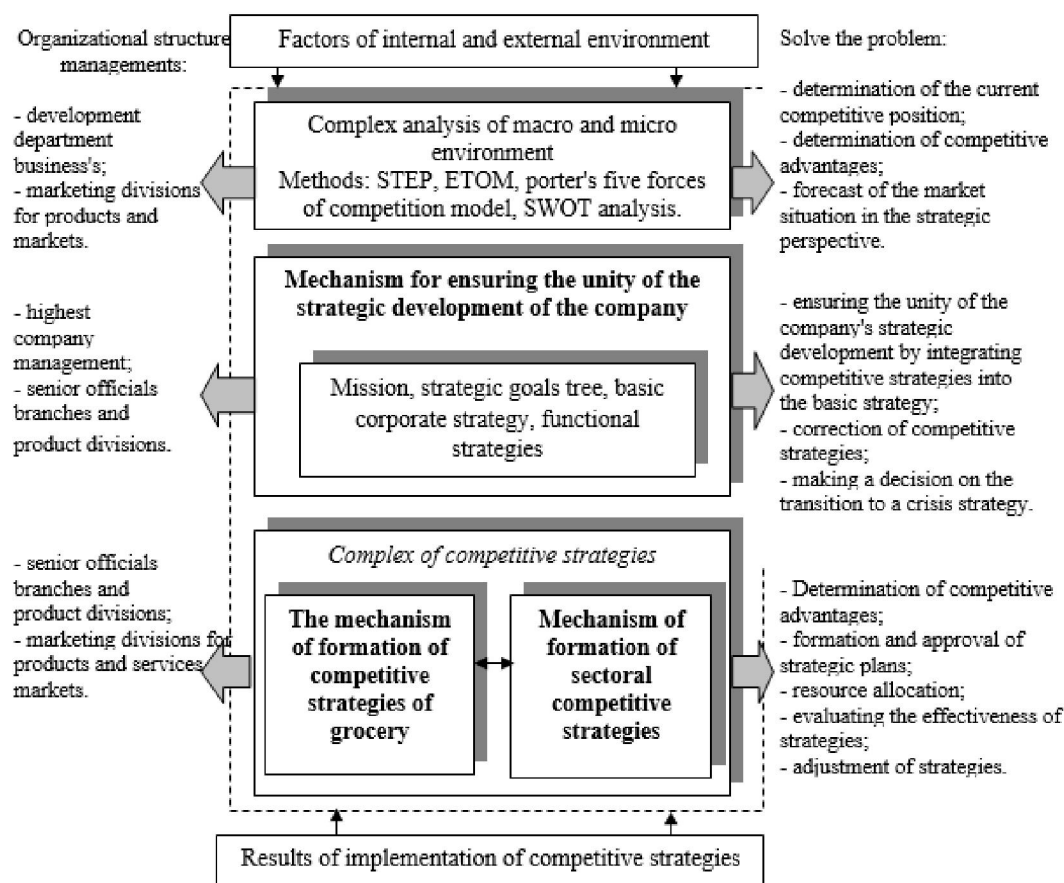


Figure 1 - Organizational and economic mechanism of formation of competitive strategies of business structure (firm)

Note-Compiled by the author

To assess the competitive environment and competitive analysis, you can use the model of the five forces of competition by M. porter, which allows you to answer the question of what forces are operating in the industry and what their impact on the company. In accordance with this model, the following forces are considered:

- competition between sellers in the market;
- the possibility of new competitors within the industry;
- competition from substitute products;
- ability of suppliers to dictate their terms;
- the ability of consumers to dictate their terms.

They indicate the following features of the Kazakhstan market: - high level of competition; - high barriers to entry of new participants (certification, large advertising budgets, etc.).

The assessment of the company's strengths and weaknesses is carried out using the SWOT analysis technique, which includes quantitative and qualitative analysis of the internal characteristics of the company and the assessment of the impact of external factors on it, followed by the determination of the company's competitive advantages and strategic directions of its development.

Thus, the basis and content of the competitive strategy of the business structure is the transfer of the organization or its individual product from the current competitive position to the desired one by implementing competitive advantages. If the current and desired competitive positions are the same, then the content of the strategy will be to maintain and strengthen the current competitive position. Competitive strategies are developed both at the company level and at the levels of its divisions dealing with different markets or different products.

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### ОРГАНИЗАЦИОННО-ЭКОНОМИЧЕСКИЙ МЕХАНИЗМ ФОРМИРОВАНИЯ КОНКУРЕНТНЫХ СТРАТЕГИЙ

**Аннотация.** Устойчивость и эффективность функционирования казахстанских предприятий потребительского сектора в настоящее время формируются под воздействием противоречивых факторов конъюнктуры рынка и государственного регулирования, конвергенция которых существенным образом определяет внутреннюю конфигурацию, динамику и потенциал их развития.

Потребность в разработке современных, эффективных и адекватных состоянию рынков механизмов и инструментов стратегического менеджмента с особенной остротой проявилась в связи с санкционным давлением стран Запада и посткризисной трансформацией микро- и мезоуровневых экономических систем.

Стали очевидны недостатки методического обеспечения стратегического управления промышленным бизнесом, направленного на формирование долгосрочных конкурентных преимуществ в условиях усиления давления (конъюнктурного и конкурентного) со стороны международных рынков, игроков и регулирующих институтов.

Таким образом, стала крайне актуальной проблема согласования интересов долгосрочного стратегического развития бизнеса, что, как известно, является противоречивым и дискуссионным пластом в отечественной и зарубежной науке управления.

Отдельное место в решении проблемы повышения эффективности стратегического управления занимают вопросы, связанные с обеспечением качественного стратегического планирования, совершенствованием организационных форм бизнеса, формированием механизмов мотивации всех субъектов промышленного бизнеса, а также разработкой систем мониторинга и контроля результатов реализации стратегии развития.

Эффективность механизма управления конкурентоспособностью предприятия требует выполнения определенных требований, предъявляемых к предприятиям данной сферы, организационно-экономической модели деятельности предприятия, формам и методам оценки эффективности управленческих решений.

Организационно-экономический механизм управления конкурентоспособностью предприятия эффективно реализуется в технологии управления. В данном случае мы используем процессный подход, что позволяет рассматривать технологию как комплекс организационных мер, операций и приемов, направленных на повышение конкурентоспособности предприятия сферы услуг.

Необходимость формирования организационно-экономического механизма разработки и реализации управленческих решений в рамках системного подхода к стратегическому управлению развитием бизнеса как фактора обеспечения устойчивого экономического роста особенно актуальна.

Данные факты обусловили научную актуальность и практическую ценность решения проблем стратегического менеджмента на промышленных винодельческих предприятиях.

**Ключевые слова:** конкурентность, стратегия, механизм, экономический рост, организационно-экономический механизм.

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### БӘСЕКЕ СТРАТЕГИЯЛАРЫН ҚҰРУДАҒЫ ҰЙЫМДАСТЫРУ-ЭКОНОМИКАЛЫҚ МЕХАНИЗМІ

**Аннотация.** Қазіргі уақытта Қазақстанның тұтынушылық секторы кәсіпорындарының тұрақтылығы мен тиімділігі конъюктурасы ішкі конъюктураны, динамиканы және олардың даму әлеуетін айқындайтын нарықтық жағдайлар мен мемлекеттік реттеудің қарама-қайшы факторларының әсерінен қалыптасып отыр.

Нарықтық жағдайға сәйкес, заманауи, тиімді және стратегиялық басқарудың тетіктері мен құралдарын дамыту қажеттілігі, әсіресе, Батыс елдерінің санкциялық қысымымен, сондай-ақ микро- және мезоскалдық экономикалық жүйелердің дағдарыстан кейінгі қайта құрылуына байланысты өткір болды.

Халықаралық нарықтардан, ойыншылардан және реттеуші институттардан қысымның жоғарылауына (нарық пен бәсекеге қабілеттілік) ұзақ мерзімді бәсекелестік артықшылықтарды құруға бағытталған өнеркәсіптік бизнесті стратегиялық басқаруды әдістемелік қолдаудың кемшіліктері айқын болды.

Осылайша, ұзақ мерзімді стратегиялық бизнесті дамыту мүдделерін үйлестіру мәселесі өте өзекті болды, ол сіз білетіндей, отандық және шетелдік менеджмент ғылымындағы даулы қабат болып саналады.

Стратегиялық басқарудың тиімділігін арттыру мәселесін шешудегі жоғары сапалы стратегиялық жоспарлауды қамтамасыз етумен, бизнестің ұйымдастырушылық формаларын жетілдірумен, өнеркәсіптік кәсіпкерліктің барлық субъектілері үшін уәждемелік тетіктерді қалыптастырумен, сондай-ақ даму стратегияларын іске асыру үшін бақылау және басқару жүйелерімен байланысты мәселелер ерекше орын алады.

Кәсіпорынның бәсекеге қабілеттілігін басқару механизмінің тиімділігі осы саладағы кәсіпорындарға белгілі бір талаптардың орындалуын, кәсіпорынның ұйымдастырушылық-экономикалық моделін, басқарушылық шешімдердің тиімділігін бағалаудың формалары мен әдістерін талап етеді.

Кәсіпорынның бәсекеге қабілеттілігін басқарудың ұйымдастырушылық-экономикалық механизмі басқару технологиясында тиімді енгізілген. Бұл жағдайда, біз, технологияны сервистік қызмет көрсету кәсіпорының бәсекеге қабілеттілігін арттыруға бағытталған ұйымдастырушылық шаралар, операциялар мен әдістер жиынтығы ретінде қарастыруға мүмкіндік беретін технологиялық әдісті қолданамыз.

Тұрақты экономикалық өсуді қамтамасыз етудің факторы ретінде бизнесті дамытуды стратегиялық басқаруға жүйелі көзқарас аясында басқару шешімдерін әзірлеу мен іске асырудың ұйымдастырушылық-экономикалық тетіктерін қалыптастыру қажеттілігі өте өзекті болып отыр.

Бұл фактілер өнеркәсіптік шаралардағы стратегиялық басқару мәселелерін шешудің ғылыми өзектілігі мен практикалық маңыздылығын анықтады.

**Түйін сөздер:** бәсекеге қабілеттілік, стратегия, механизм, экономикалық өсу, ұйымдастырушылық-экономикалық механизм.

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