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## **THE MANAGEMENT OF ENTERPRISE COMPETITIVENESS**

**Abstract.** The article deals with the features of enterprise competitiveness management, its financial stability; the importance of enterprise stability in the development of the foreign economic environment of the state; the main components of enterprise competitiveness in the economy of Kazakhstan. The authors consider the world experience of enterprise competitiveness management. The article presents the features of the enterprise development and factors affecting its competitiveness in the context of global economic trends. The paper highlights the importance of financial and economic criteria in ensuring the competitiveness of the enterprise and its sustainability.

**Key words:** competitiveness management, enterprise stability, foreign economic activity, economic development, economic trends.

### **1. INTRODUCTION**

Globalization of the world economy, participation in this process of the Republic of Kazakhstan means an increasingly close intertwining of national economies, which contributes to more intensive development on this basis of foreign economic activity (FEA) [1]. Accession of the Republic to the world trade organization (WTO), participation in the world customs organization implies, on the one hand, the disclosure of the domestic market for foreign competitors, and on the other - a certain facilitation of access of domestic enterprises to world markets.

Thus, the liberalization of foreign economic activity sets the task for enterprises to improve foreign economic activity in the context of increasing competition both in domestic and foreign markets [2]. The problem of ensuring the competitiveness of industrial enterprises, which requires a deeper scientific understanding of the use of the potential of priority areas and methods of foreign economic activity, is becoming more acute. The problem of ensuring competitiveness and development of foreign economic activity of enterprises remains especially poorly investigated in relation to the new economic conditions.

In the Republic of Kazakhstan, the formation of a market economy has opened up opportunities for enhancing the development of foreign economic activity, the effectiveness of which should be characterized as one of the main directions of sustainable economic development [3].

For many domestic industrial enterprises, the foreign economic factor is of particular importance. Moreover, individual enterprises and even industries survive thanks to the activation of foreign trade [4].

However, foreign economic activity has its own characteristics, arising not only from national legislation, but also from international rules and regulations, it is mediated by many stages of its implementation and a variety of performers on foreign trade transactions. National legislation in the period since the liberalization of foreign economic activity has been enriched by special legislation, instructions and guidelines [5].

The difficulties of domestic industrial enterprises come not only from many adverse circumstances in our country, but also largely due to changes in international business [6].

## **2. METHODOLOGY**

In the process of the study were used general methods of research: methods of analysis of financial statements: horizontal, vertical, ratio, comparison, and other.

The following methods were used to study the management of competitiveness of the enterprise and foreign economic activity of the Republic of Kazakhstan:

- review of the regulatory framework;
- analytical method;
- studying of foreign experience;
- collection and processing of statistics;
- economic-mathematical calculations.

The methodological basis of the study was the economic theory and general scientific principles of the system approach, modern analytical, statistical and graphical methods of research using the methods of expert assessments, empirical and calculated data obtained by the author in the process and as a result of the research.

## **3. RESULTS**

The creation of competitive advantages by Kazakh companies requires the study of best practices of foreign countries, mainly the United States. And this is not accidental. On the one hand, American producers were the first to draw attention to the need to introduce targeted programs to control production costs and promote goods to domestic and international markets [7]. On the other hand, the high efficiency of the use of such programs by American companies is obvious: according to the research of the world economic Forum on the index of micro-economic competitiveness of States, reflecting the competitiveness of national companies, the United States took the first place in 2002. This result is mainly due to the complex policy pursued by American companies aimed at creating innovative and global competitive advantages, the core of which is the technological policy [8].

Support for innovative competitive advantages in the United States is carried out through:

- application of financial and credit instruments to stimulate R & d (research and development) [9];
- promotion of the quality standards system in the world trade;
- implementation by public authorities of part of the marketing functions usually performed by enterprises;
- protection of intellectual property and copyright;
- cooperation of the forces of state bodies, business, universities and military laboratories in the development and transfer of technologies [10].

The creation and exploitation of the global competitive advantage of American firms is a relatively new development trend; it is generally not only independent of the industry of producers, but also linked to the substitution of scientific, social and managerial firms for production operations [11].

Applicable to Kazakh Industrialists, the Japanese and American competitiveness management model is as follows (figure 1)

In practice, the implementation of the basic functions of competitiveness management is difficult due to the imperfection of the regulatory and methodological support of this type of activity, as well as the lack of sufficient motivation and experience of the company's managers [12].

The external environment (business environment) consists of two parts:

- macro environment (remote environment);
- micro-environment (industry or the local environment) [13].

The macro environment includes General reactions that do not relate to the short-term activities of the organization, but can affect its long-term decisions. The strategic factors of macro-environment are the directions of its development, which, firstly, have a high probability of implementation and, secondly, a high probability of influence on the functioning of the enterprise (Tab.1) [14].

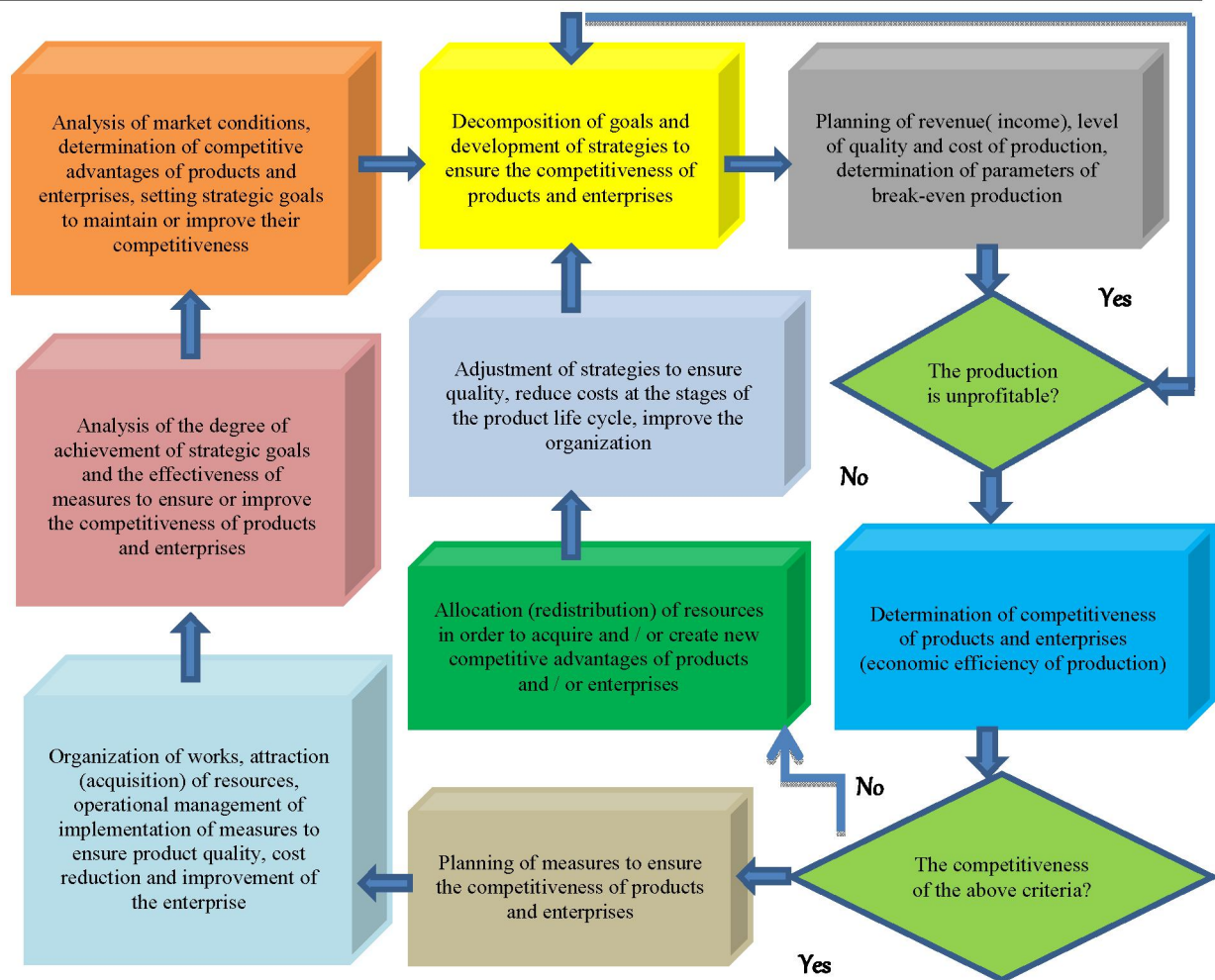


Figure 1 - The general scheme of management of competitiveness of products and businesses

Note: compiled by the authors on the basis of the studied material.

Table 1 - The main directions of analysis of macro-environment factors.

<i>Political and legal factors:</i> <ul style="list-style-type: none"> <li>- government stability;</li> <li>- tax policy;</li> <li>- antimonopoly legislation;</li> <li>- environmental protection;</li> <li>- foreign economic legislation;</li> <li>- policy towards foreign capital;</li> <li>- trade unions, etc.</li> </ul>	<i>Economic forces:</i> <ul style="list-style-type: none"> <li>- gross national product trends;</li> <li>- the stage of the business cycle;</li> <li>- national currency exchange rates;</li> <li>- rate of inflation;</li> <li>- control of prices and wages;</li> <li>- energy prices;</li> <li>- investment policy, etc.</li> </ul>
<i>Socio-cultural factors:</i> <ul style="list-style-type: none"> <li>- demographic structure;</li> <li>- lifestyle, customs;</li> <li>- social mobility;</li> <li>- activity of consumers, etc.</li> </ul>	<i>Technological factor:</i> <ul style="list-style-type: none"> <li>- expenditures on R &amp; D;</li> <li>- protection of intellectual property;</li> <li>- state policy in the field of scientific and technological progress;</li> <li>- new products, etc.</li> </ul>

Note: compiled by the authors on the basis of the studied material.

The study of a wide range of problems of development of foreign economic activity and competitiveness of industrial enterprises allowed making a number of conclusions and proposals aimed at theoretical justification and methodological elaboration of competitiveness in the process of foreign economic activity of industrial enterprises at the present stage of economic development [15].

Industrial enterprises are the main link of foreign economic activity. The formation and use of the potential of foreign economic activity of these enterprises is directly dependent on the level of competitiveness.

#### **4. CONCLUSIONS**

In a market economy, improving the competitiveness of foreign economic activity of industrial enterprises is a necessary condition for the country's integration into the global economy. The development of the concept of increasing the competitiveness of foreign economic activity of an industrial enterprise is not an easy task. Therefore, depending on the impact of the external environment, internal factors, strategic objectives, individual characteristics of the enterprise, it is necessary to take measures to improve the competitiveness of foreign economic activity, which should include: the choice of an effective export strategy and optimal forms of international economic cooperation; improvement of organizational and managerial conditions of enterprises in the foreign market; improvement of product quality; better use of resources; to expand the range and improve the product structure; to organize an effective system of certification of exported products, to introduce mechanisms and rules of bar coding for manufactured products by light industry enterprises.

Due to the availability of resource potential for some types of raw materials, it is necessary to use opportunities to stimulate entrepreneurship and the development of small and medium-sized businesses as a basis for the development of existing and search for new opportunities for foreign economic activity of enterprises.

It is necessary to carry out fundamental changes and transformations in the formation and implementation of new forms of foreign economic policy, providing: structural adjustment of production in order to reorient the sectors of the national economy to the preferential and accelerated development of export-oriented enterprises and industries.

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#### **КӘСІПОРЫННЫҢ БӘСЕКЕГЕ ҚАБІЛЕТТІЛІГІН БАСҚАРУ**

**Аннотация.** Мақалада кәсіпорынның бәсекеге қабілеттілігін басқару ерекшеліктері, оның қаржылық тұрақтылығы; мемлекеттің сыртқы экономикалық ортасын дамытудағы кәсіпорынның тұрақтылығының мәні; Қазақстан экономикасындағы кәсіпорынның бәсекеге қабілеттілігінің негізгі құрауыштары қарастырылады. Авторлар кәсіпорындардың бәсекеге қабілеттілігін басқарудың әлемдік тәжірибесін қарастырады. Мақалада кәсіпорынның даму ерекшеліктері және жаһандық экономикалық үрдістер жағдайында оның бәсекеге қабілеттілігіне әсер ететін факторлар берілген. Жұмыста кәсіпорынның бәсекеге қабілеттілігін және оның тұрақтылығын қамтамасыз етудегі қаржылық-экономикалық өлшемдердің маңыздылығы белгіленген.

**Түйін сөздер:** бәсекеге қабілеттілікті басқару, кәсіпорынның тұрақтылығы, сыртқы экономикалық қызмет, экономикалық даму, экономикалық үрдістер.



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## УПРАВЛЕНИЕ КОНКУРЕНТОСПОСОБНОСТЬЮ ПРЕДПРИЯТИЯ

**Аннотация.** В статье рассматриваются особенности управления конкурентоспособностью предприятия, его финансовая устойчивость; значение устойчивости предприятия в развитии внешнеэкономической среды государства; основные составляющие конкурентоспособности предприятия в экономике Казахстана. Авторы рассматривают мировой опыт управления конкурентоспособностью предприятий. В статье представлены особенности развития предприятия и факторы, влияющие на его конкурентоспособность в условиях глобальных экономических тенденций. В работе обозначена важность финансово – экономических критериев в обеспечении конкурентоспособности предприятия и его устойчивости.

**Ключевые слова:** управление конкурентоспособностью, стабильность предприятия, внешнеэкономическая деятельность, экономическое развитие, экономические тенденции.

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