

Eurasian  
Research Bulletin

## Managing the Competitiveness of Light Industry Enterprises

**Ibragimova Kamola  
Saidboriyevna**

**Tashkent State Technical University  
Associate Professor of the Department of Industrial Economics  
and Management**

### ABSTRACT

To manage competitiveness, an objective assessment tool is required. An error in choosing a measurement method can lead to the adoption of erroneous management decisions. The article summarizes the views of the scientific community on features of the development of industrial enterprises in current market conditions, and the need to attract modern innovative technologies as a component in increasing their competitiveness. In determining the level of competitiveness of enterprises, it has been suggested to take into account factors determining the level of information reliability and weapons.

### Keywords:

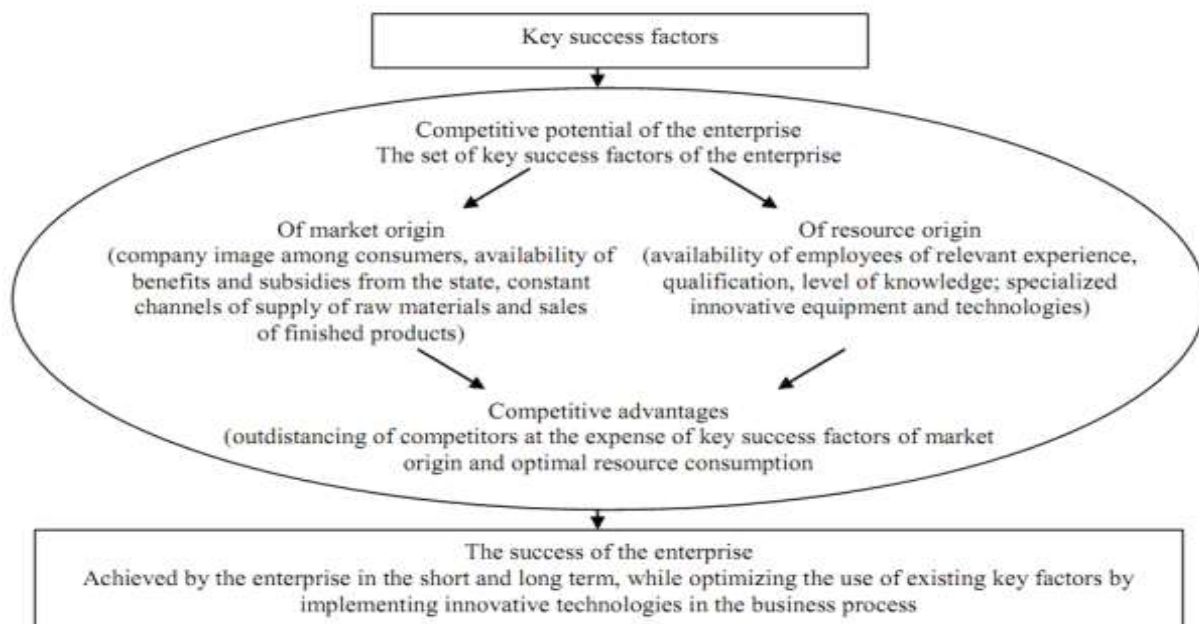
management, competitiveness index, integral indicator, labour resources, innovative technologies.

In today's market conditions, the need to ensure the stable development and the competitiveness of domestic enterprises encourages entrepreneurs and managers to find effective systems and methods for managing economic activity. According to M. Porter (2005), an enterprise's competitiveness is an opportunity to gain competitive advantages, and retain them, in certain areas. A.V. Savchuk (2001) points out that the competitiveness of an enterprise is manifested in the ability to achieve the best results in a competitive market, in a certain activity. In general, competitiveness represents the ability to withstand competition in comparison with similar entities in a competitive environment. The competitiveness of an entity is determined by the results of market research, and market segmentation (Burtseva T.A., Syzov V.S., Tsen O.A., 2005). The most generalised competitiveness of an enterprise can be defined as the potential or realised ability of an economic entity to function effectively in the long term in a suitable external environment. Consequently, according to the views of some authors (Klymenko S.M., Dubrova

O.S., Barabas D.O., Omelianenko T.V., Vakulenko A.V, 2006), the competitiveness of the enterprise is based on the competitive advantages of the enterprise, it determines the ability of an enterprise to withstand competition in a particular market, and it reflects the position of the enterprise relative to its competitors. The development of an enterprise and an increase in its competitiveness in the current unstable business environment conditions can be achieved only through the effective use of modern methods of managing production resources, and the constant introduction of innovative technologies in all spheres of its economic activity. The innovative activity of industrial enterprises has long been the main condition for their competitiveness, and requires systematic management. By activating innovative development, domestic enterprises will be able to respond promptly to changes in the market environment, quickly overcoming the effects of an economic crisis, and provide social benefits and a reasonable increase in the level of remuneration.

Kot and Pavliuk (2013) consider that the development of an enterprise means qualitative changes and the updating of its economic system and organisational structure, an increase in functioning efficiency on the basis of an improvement of technics, technologies and the organisation of work in all structural divisions, and an improvement in the quality of the products, goods and services which they produce and provide. In the future, existing competitive advantages will be lost to enterprises that fail to appreciate the importance of the continuous and multifaceted implementation of innovations. In our opinion, the innovative activity of the enterprise should be based on principles of priority of innovative development, scientific novelty, feasibility studies, legal substantiation, minimisation of risk, and an increase in the competitiveness of both the products and the enterprise as a whole. Research problem. Issues related to determining the strategic interdependence of the innovative development and competitiveness of the enterprise remain under-researched and not disclosed in

periodicals. In economic literature dealing with solving the problem of low competitiveness of industrial enterprises operating in Ukraine, and creating favourable conditions for ensuring a high level of competitiveness in the changing market conditions, much attention is paid to the success factors of an enterprise (Klymenko et al., 2008). Strategic success is talked about when it is ensured over the long term. In our opinion, a set of market and resource factors are key factors for success. The optimal combination of resource consumption can affect the formation of the long-term competitiveness of the economic entity, and therefore its strategic success. Some specialists (Klymenko et al., 2008) believe that key success factors have a pronounced industrial character, and are common benchmarks for all businesses in a particular industry. Our research shows that the set of key success factors in various industries is noticeably different. They can change significantly under the influence of changes in the internal and external business environment. Therefore, an important task is to identify key success factors, and to forecast future changes



**Figure 1. The interrelation of success factors and competitive potential of light industry enterprises**

In Figure 1, the improved interrelation of success factors and the competitive potential of light industry enterprises is reflected. One of the

fundamental factors related to the need to develop a set of measures aimed at improving the competitiveness of the enterprise in general,

and its production in particular, is the uncertainty of the enterprise's functioning environment, as well as the associated impact on its activity of an economic risk factor. In difficult conditions in the functioning of the national economy, it is impossible to avoid economic risk; therefore, in order to strengthen its competitive positions in the market, the management of the enterprise need to constantly determine, in the process of the planning and organisation of activities, the most important factors influencing the decision-making process, sources and magnitude of occurrence of risk, and loss from the occurrence of possible risk situations. And then, on this basis, to develop a set of measures to protect against risk, and ways to increase the level of competitiveness of the enterprise.

In the current conditions of limited production resources and constant increases in consumer demand for products, work performed and services provided, prosperity can be hoped for only by an enterprise that ensures the production of quality products (work, services) through the introduction of modern innovative technologies and the optimal consumption of available production resources.

## References

1. Burtseva, T. A., Syzov, V. S., Tsen, O. A. (2005). Marketing Management. Moscow, Russia. Customs Code of Ukraine: Code of Laws of Ukraine dated March 13, 2012 No. 4495-VI. Verkhovna Rada of Ukraine. Available at <https://zakon.rada.gov.ua/laws/show/4495-17/print>.
2. Economic Discussion Club. (2018). The position of Ukraine in the world ranking according to the Global Competitiveness Index 2017–2018.
3. Available at <http://edclub.com.ua/analitika/pozyciy-a-ukrayiny-v-reytyngu-krayin-svitu-zaindeksom-globalnoyi-konkurentospromozhnosti-2>
4. Illiashenko, S. M. (2003). Management of innovation development: problems, concepts, methods: Textbook:

Educational edition. Sumy: University Book.

5. Ključnikov, A., Kozubíková, L., Sopková, G. (2017). The Payment Discipline of Small and Medium-sized Enterprises. Journal of Competitiveness, Vo. 9(2), p. 45–61. Available at <https://doi.org/10.7441/joc.2017.02.04>.
6. Klymenko, S. M., Dubrova, O. S., Barabas, D. O., Omelianenko, T. V., Vakulenko, A. V. (n.d.). Enterprise Competitiveness Management: Textbook. Available: <http://posibniki.com.ua/catalog-upravlinnya-konkurentospromozhnistyupidpriemstva---klimenko-sm>.