

Ways To Increase The Competitiveness Of Commercial Enterprises

Umid Normurodov

Head of the Department of Economic theory
Samarkand Institute of Economics and Service
Samarkand, Uzbekistan
normurodovu1516@gmail.com

Abstract: *The high competitiveness of an organization today is becoming a key concept in the entrepreneurial sphere, modern conditions of a market economy are characterized by dynamism, and individual changes may even conflict with each other. Therefore, businesses are forced to quickly and vigorously adapt to today's rather harsh and demanding business environment. The purpose of this article is to identify trends and prospects for increasing the competitiveness of an organization. This article examines the elements and factors of the organization's competitiveness; directions of increasing the competitiveness of the organization in modern conditions.*

Keywords— Management, economy, competition, competitiveness, competitive position, organization.

1. INTRODUCTION

The modern economy defines specific requirements for increasing the level of competitiveness of organizations: it is necessary to promptly respond to changes in the economic situation in order to maintain a stable financial condition and constantly improve the organization of activities in accordance with changes in market conditions. At the same time, the multidimensional significance of the indicators of the competitiveness of companies is increasing.

The search for ways to increase the competitiveness of the organization, due to the constant influx of new sellers to the market, the growth of supplies and differentiation of products and services, the introduction of new technologies, etc. - one of the main tasks of any enterprise that requires a continuous solution. This is a process that requires, on the one hand, a thoughtful analytical approach, and on the other, the ability to quickly respond to the need to promptly implement something new. To maintain the proper level of competitiveness, an enterprise needs a constant careful forecast of its activities and competent decision-making on its economic portfolio - which goods and services should be excluded from it, without waiting for the stage of their complete decline, and which should be included, having considered their compliance with new needs in time.

2. MAIN PART

Competitiveness is the criterion that most fully reflects the efficiency of an economic entity. Practice shows that solving the problem of increasing competitiveness causes significant difficulties, and for many enterprises in today's economic conditions it has become a problem due to the lack of a clear strategy, financial and economic goals and criteria for organizations. The lack of understanding of goals, the complexity of orientation in modern conditions lead to the fact that the solution to the problem of increasing

competitiveness is relegated to the background, inevitably giving way to solving current issues. In addition, the existing form and content of information on the competitive position of an enterprise and the efficiency of its presentation often do not allow the use of the latter for management purposes. It should be noted that the achievement of sustainable competitiveness of the enterprise is provided, as a rule, not due to the advantage in one of its determinants, but due to the priority in several factors of competitiveness. This, on the one hand, makes it possible to level the disadvantages of other determinants of competitiveness, on the other hand, to reduce the dependence on market fluctuations of competitiveness factors. In addition, researchers agree that increasing the competitiveness of an enterprise cannot be achieved at a time, in the short term.

The growth of production efficiency - the basis for increasing the profitability of an enterprise in a competitive environment - should become a priority goal of internal corporate management. In the long term, the main factor of productivity is innovative changes in technology and organization of production, leading to lower costs.

For an individual company, it is necessary to distinguish between potential and real, actual production efficiency. If the level of potential efficiency depends on the external conditions of economic activity (availability of labor, raw materials, energy resources, etc.) and, first of all, on the general level of innovative development of the economic system, then the real productivity in the company is determined primarily by the level of management and organization of production. This indicator can grow not only as a result of reducing production costs due to organizational or technical innovations: a significant reserve of real production efficiency is awareness, awareness of the company's management about new technology or methods of labor organization. The next factor is the improvement of the structure of manufactured products, its constant renewal,

optimization and diversification of the structure of resources used in production.

Another factor in the growth of an enterprise's competitiveness may be the concentration of production, economies of scale. But in order for this opportunity to be realized in practice, management companies must increase investments in innovative development, rearrange labor resources, etc. In other words, the concentration of production is just another expression of the influence of innovative development on efficiency, and it is difficult to single out its independent influence as a factor, separating it from the impact of innovation.

The importance of productivity growth in improving the competitiveness of companies is now deeply understood by business circles around the world. For example, many companies have begun implementing and implementing productivity programs. Such programs are designed to solve the following tasks:

- increase the productivity of the available production resources due to changes in the organization of production;
- to create the necessary managerial and organizational prerequisites for the successful introduction of new equipment and technology into production and ensuring, on this basis, a long-term sustainable growth in productivity.

In general, productivity improvement programs and measures taken in the process of their introduction and implementation to improve management and organization of production are one of the most characteristic manifestations of the restructuring of the management sphere, which is used in developed countries in the direction of adapting it to the new conditions of commercial activity and competition based on the widespread use of innovations.

The innovation factor also reduces costs at the macro level. In modern conditions, the innovative development of companies makes it possible to form a production structure in which the growth rate of national income in the aggregate social product would exceed the growth rate of consumption of material resources. The first place in the intensification of production is now going to reduce the cost of raw materials, materials, fuel, i.e. reduction of material consumption of products. Based on the existing structure of costs, it can be considered that the reduction in the costs of past labor by one point in its absolute value is 5-6 times higher than the corresponding savings in living labor. At the same time, the saving of raw materials is of particular importance. Consumption of raw materials, materials, fuel is significantly reduced with the introduction of waste-free and low-waste technology. The full use of secondary material resources is also of great importance.

A company with a small market share should develop a clearly focused strategy and focus on one competitive niche, even if its overall market share is small.

A company with a large market share can be successful as a result of an overall cost advantage or focus strategy.

It makes sense for government institutions and enterprises to pursue a comprehensive policy aimed at creating innovative competitive advantages through:

- application of financial and credit levers to stimulate innovation;
- promoting the system of quality standards;
- cooperation of forces of government agencies, business, universities in the development and transfer of technologies.

In addition, the realization of competitive advantages can be carried out due to:

- creation of environmentally friendly technologies in the process of finding ways to reduce the cost of production (increase the technological competitive advantages of firms);
- growth of costs of firms for professional development, retraining and training of personnel;
- creation of science-intensive industries;
- scientific and technical exchange;

The study of the state of the system of competitive advantages of Uzbek companies makes it possible to identify the organizational reserves of increasing the competitiveness of the latter. In our opinion, enterprises should pay most attention to functional innovations (testing new forms of organization of activities, new technologies, more complete application of economic factors, methods of measuring and controlling quality parameters), since system innovations require significant costs and a longer period of time. But there may come a time when systemic innovation takes over. In other words, the best result can be achieved with the optimal combination of opportunities for general and functional innovation.

3. CONCLUSION

The assessment of the competitiveness of an economic entity should ensure the maximum reliability of the results obtained, in contrast to the factorial assessment of competitiveness, which, due to errors in the estimates of individual factors, as well as the conventionality and subjectivity of a number of indicators used in the calculations, is often incorrect. The technique should facilitate the task of collecting the information necessary for assessing the competitiveness of an enterprise and to be universal, allowing, depending on the goals of the analysis and the availability of initial data, the formation of any volume and composition of a sample of competing enterprises. Versatility is of particular importance in cases where it is difficult to determine the geographical and commodity boundaries of a particular market, to establish a circle of competitors; as well as in situations where information about them is not available.

In addition, the methodology for assessing competitiveness should be based on a clearly expressed mathematical apparatus, which will give not an estimated and largely conditional dependence of the indicator being determined on competitiveness factors, but a rigid functional connection. This circumstance will determine the possibility of a broad mathematical processing of the indicators of the company's competitiveness.

A sustainable increase in the competitiveness of an enterprise can be ensured only under the condition of long-term, continuous and progressive improvement of all determinants of competitiveness.

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