

## Theoretical Foundations of the Concept of the Company's Competitiveness

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**Annotation:** In the modern world, in the conditions of a transforming economy, the competitive environment is becoming more complex and dynamic. Many leading enterprises and companies have lost their advantage, unable to cope with the growing flow of competitors or with changing environmental conditions. The activities of enterprises are now influenced by many factors, so it is important to correctly determine the competitive advantages of the company, and on their basis to increase its competitiveness. Competitiveness in the market in today's economy is an important and basic quality of the company's commercial success. In turn, it depends on the quality of management and the competitiveness of finished products and services, that is, on the extent to which it is better than analogues - products and services offered by a competitor.

**Key words:** enterprise competitiveness, socio-economic development, analysis of the market situation, effective management schemes.

**Relevance of the topic:** The relevance of the research topic lies in the fact that the result of any enterprise or company is to emerge victorious in the competition. The victory should not be just once, and not a simple event, but a natural outcome, due to the constant and competent efforts of the enterprise. Whether it is achieved or not successful depends on the presence of the competitiveness of the enterprise, that is, on how much it is better in comparison with analogues - manufactured goods and services of competing enterprises.

In this topic, it is necessary to single out, first of all, the works of foreign scientists B. Karlof, D. Mercer, T. Kono, I. Ansoff, and many others. Recently, research papers by Russian scientists have been published, in which these problems are considered, and the peculiarity of the modern economy in transition is taken into account. A scientifically based recommendation for solving problems in this topic is proposed. These works include the study of O. S. Vikhansky, V. A. Shvandar, E. P. Golubkov, V. V. Goncharov, G. Ya. Kiperman, A. B. Idrisov, M. G. Lapusta, I. V. Lipsitsa, A. Yu. Yudanov A. P. Pankrukhin, and other scientists. A huge contribution to the development of categories of competition was made by: G. L. Azoev (the concepts of the competitive environment of enterprises, methods of its diagnostics, analysis of the work of competitors); V.V. Shustov, Yu.B. Rubin, O.I. Malikova, A. Yu. Yudanov, I. Lipsits, R.A. Fatkhutdinov and others.

At the same time, despite the huge number of scientific articles, the problem of organizing and maintaining the strategic competitive advantages of Uzbek companies in a transforming economy remains essentially unresolved.

**The purpose of the study** is to develop ways to increase the competitiveness of the company in a transforming economy.

In accordance with the goal of the work, the following tasks are solved that determine the structure of the work:

- to consider the economic content of the concept of the company's competitiveness;
- to study the factors affecting the competitiveness of the company;
- to study methods for assessing the competitiveness of an enterprise in a transforming economy;
- review the activities of the company;

- study the organizational structure of the company;
- identify the main suppliers of the company;
- evaluate the economic activity of the company;
- to analyze the company's competitiveness in a transforming economy;
- to analyze the competitive environment of the company;
- develop measures to optimize the company's activities in the retail market;
- develop ways to increase the competitiveness of the company.

**The object of the study** is an enterprise operating in competitive trade markets.

**The subject of the study** is the activities of the company.

**The practical significance of the study** is due to the development of practical recommendations in the field of increasing the competitiveness of the campaign in the domestic and global markets, the effectiveness of managing the capital structure of an enterprise, its financial well-being and the possibility of using the above material in theoretical developments and practical activities.

**The theoretical and methodological basis of the study** was the works of domestic and foreign experts on the problem of assessing and increasing the competitiveness of companies, as well as materials from periodicals, textbooks, monographs, articles and scientific literature.

**The scientific novelty of the study** lies in the development of ways to increase the competitiveness of the company in a transforming economy.

Today, in the Uzbek market, there is a gradual increase in competitive rivalry in the consumer market, fluctuations in demand and changes in supply for various goods and services, which create the conditions for the importance of forming a system for managing the competitiveness of an organization that has the ability to adequately respond to the impact of the environment from external and internal factors, in a high degree of volatility. and without certainty. Existing uncertainties are related to the formation of random events and situations, justified by changes in prices for goods and services, and their value to consumers, the number of competitors, indicators of various processes, and so on. Consequently, another new competitive environment is emerging, which is accompanied by a tense struggle for the redistribution of markets. The tension of the competitive environment is determined by the general saturation of the market of the same type of products and services, the degree of market segmentation, and the intersection of zones of influence of companies. In this regard, it becomes extremely necessary and practically in demand to study the impact of the organization on increasing the competitiveness of the company.

The concept of enterprise competitiveness is one of the key concepts at present. In the face of fierce competition in a transforming economy, many companies and firms are forced to master new methods of conducting competition in the market. The level of competitiveness of the campaign should be one of the main indicators for assessing the economic situation of the enterprise as a whole and create conditions not only for its existence in the market, but also for development in the future.

After analyzing the different points of view of the authors on this concept, we come to the conclusion that most of them consider this concept as a relative category and an abstract concept. This approach is, in our opinion, very common and very convenient for logical description and perception.

I would also like to note the main shortcomings of the above definitions: the definition of one or more competitors as a comparison base allows ranking the competitive positions of the selected campaigns, but reduces the

possibility of an objective assessment of the industry situation; the focus of attention is mainly focused on comparing the performance of competitors, however, the problem of adapting companies to changing conditions of the external and internal market environment remains unaddressed; there is no holistic approach to assessing the competitiveness of the company, as well as forecasting the development of its financial and economic activities in the future.

That is, the forecast of the main financial and economic indicators of the campaign, as well as the forecast of the factors of the external and internal environment of the enterprise. Taking into account the existing definitions and the shortcomings noted in this work, we have made an attempt to give our own interpretation of the concept of the company's competitiveness.

In our opinion, the competitiveness of a company should be understood as an integrated indicator of the assessment of the financial and economic activities of an enterprise in a given market, at a given point in time and its superiority over competitors, as well as the ability to maintain its leading position in the market in the future in a transforming economy.

It is also necessary to distinguish between the concept of the competitiveness of the company and the competitiveness of the product.

The competitiveness of a product is understood as the degree of attractiveness of a product for consumers in the market, which consists in satisfying their basic needs and needs.

It is also important to note the fact that the competitiveness of a product is not an absolute indicator of the competitiveness of the enterprise itself. A company can produce competitive products, but will not be competitive itself. For example, such a situation is the state of many domestic enterprises of the military-industrial complex.

We define the main differences between the concepts of product competitiveness and the competitiveness of the company itself:

- 1) assessment of the competitiveness of the goods is used directly for each type of product, and the competitiveness of the campaign covers the entire range and assortment, as well as all types of activities carried out by the enterprise, including financial, economic, production and other activities;
- 2) the assessment of the competitiveness of the product is given mainly by the consumer, and the assessment of the competitiveness of the campaign is given by both the consumer and the manufacturer. It is the enterprise that ultimately decides on the release of a particular product;
- 3) different life cycle of the enterprise and product. It should be taken into account that the time factor, as such, is not significant in assessing the competitiveness of an enterprise. However, if we are talking about a long-term period, then the life cycle of a company is, as a rule, longer and longer. During this period, the range, quantity, quality of manufactured products may change.

### Conclusion.

The first level of a company's competitiveness suggests that managers view the management factor as internally neutral. They believe that with this approach, the very process of production and management is clearly debugged. No action is required to manage the production process and improve its efficiency. Managers are confident in the quality of their products, as well as their ability to meet the needs of consumers.

It should be noted that the majority of Uzbek companies in the conditions of a transforming economy are at the first level of competitiveness. The characteristic features of these companies are:

- 1) the advantage of using marketing as a management tool (the widespread use of advertising as a "trade engine";

- 2) preference is given to price competition (many commodity producers in the market are sure that the more the price of the goods is reduced, the more they can benefit);
- 3) insufficient and incomplete research of the market, tastes and needs of consumers of goods;
- 4) low qualification of employees in personnel management of the enterprise. There is a high staff turnover. And as a result, a decrease in production volumes, a decrease in the quality of manufactured goods, as well as a drop in competitiveness;
- 5) underestimation of the management factor in general. The use of old methods and forms of management, lack of motivation among employees of the enterprise and many other reasons.

The second level of the company's competitiveness suggests that managers consider the management factor as outwardly neutral. Such campaigns clearly follow the standards set by their competitors in the market for products and services. They strive to do at home what their competitors are doing, namely: to adopt technologies, production methods, produce products of the same quality, purchase raw materials and materials from the same suppliers, and so on. They completely copy the behavior of their competitors in the market.

The characteristic features of these companies are:

- 1) the use of marketing as the main management function (the focus is indeed on the market and the main consumers, great attention is paid to effective advertising that may interest buyers in the market);
- 2) the use of an effective personnel policy of the company (company managers strive to invite competent and qualified specialists to work, constantly improve their level of professional skills, reorient them to a specific production, taking into account the specifics of the enterprise itself);
- 3) the desire of companies to become independent marketing firms dealing with planning, forecasting and sales of products;
- 4) preference is given not to price competition, but to competition on the quality of goods, the level of customer service;
- 5) focus on standard management technologies that ensure the success of competing firms in the market.

Consider the companies of the third level of competitiveness and their main features:

- 1) orientation of companies to the needs of a particular consumer, to his tastes and preferences;
- 2) production in companies of the third level of competitiveness is supported from within;
- 3) the production of innovations in these companies is strictly justified from an economic point of view and calculated and started from the moment when there is confidence in the demand for this product on the market;
- 4) companies are really marketing oriented. It should be noted that such companies are exceptional and somewhat "few" on the market.

Therefore, companies seeking to reach the third level must build their management, focusing on the best enterprises in the market. At this level of competitiveness, companies must constantly improve their activities, develop them in accordance with the requirements of the market and marketing.

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