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Issues Of Developing A Strategy To Increase The Competitiveness Of The Enterprise and Increase Its Efficiency In The Modern Economy

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Abstract: The liberalization of the economy in the Republic of Uzbekistan implies further transformation and modernization of the market of means of production, respectively, the formation of a competitive environment. Based on this, this article discusses the issues of developing a strategy to increase the competitiveness of an enterprise in the modern economy and increase its efficiency, the purpose of which is to justify the need to develop a strategy to increase the competitiveness of an enterprise for each enterprise in the modern economy today. The article also analyzes the concept of competitiveness and strategy in enterprises in the economic literature and provides a holistic scientific view of its definition. At the end of the study, the author's suggestions and recommendations are given on the issues of developing a strategy to increase the competitiveness of the enterprise and increase its efficiency.

Keywords: Competition, Competitiveness, Modern Business, Globalization Of The World Economy, Domestic And Foreign Markets, Strategy, Strategic Directions, Enterprise Competitiveness, Enterprise Development, Financial Well-Being, Financial Transparency, Strategic Assessment.

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1. Introduction

In today's rapidly changing modern business environment, in which there is a high level of competition and uncertainty, each enterprise strives to develop a certain concept of its development that meets the threats of the external environment. Development should be understood as certain quantitative and qualitative changes that contribute to achieving the goals of the enterprise. In this regard, strategic planning is of great importance for the formation of a clear understanding and understanding of the main activities of the enterprise, one of the main elements of which is the development strategy of the enterprise.

The processes of globalization of the world economy, increased competition in domestic and foreign markets determine the strategic directions for the development of service and industrial production, which currently must be inextricably linked with the use of digital technologies. At the same time, a prerequisite for maintaining the necessary level of competitiveness of service and industrial production is sustainable development, which implies continuous improvement of technical and economic efficiency. For the successful functioning of an enterprise in an ever-changing external environment, it is

necessary that the enterprise choose priority areas and goals of its activities, i.e. develop an effective strategy to increase the competitiveness of the enterprise.

The current state of the economy of our republic, the complexity and high degree of variability of the external environment, the increasing influence of competitors require continuous, systematic development from enterprises in the service sector and industry, the realization of their potential, the formation of methods and ways to assess development that meet the prevailing economic conditions.

The main role in achieving positive dynamics of qualitative and quantitative changes of the enterprise is aimed at innovative development, which is characterized by the renewal of the production apparatus and the release of qualitatively new, innovative goods and services, the use of innovations, the innovative structure of the enterprise, appropriate relations with scientific institutions, the creation of highly scientific technologies and modern production potential through the implementation of an advanced strategy. The need for Uzbek enterprises to switch to the path of innovative development is objectively determined by a number of factors, the main of which is the saturation of world markets with traditional goods and services and, accordingly, a sharp increase in competition, which shows that most of our national enterprises are not ready for such an environment.

Consequently, development manifests itself as a necessary and continuous process of adapting the system to the requirements of the external environment over time, which is the main condition for the survival of an enterprise in a tough competitive environment. In this case, the assessment of this process is the result obtained as a result of the creation of production, the systematic study of indicators reflecting all aspects of investment and financial activities, and includes generalized conclusions about the activities of the enterprise.

Based on the above, we can say that the problem of evaluating the development and development of a strategy to increase the competitiveness of an enterprise is quite complex, which is accompanied by the versatility and ambiguity of the concept, which leads to ambiguity, inconsistency in the semantic meaning of terms such as development, growth, goal, strategy, improvement, improvement, stability, welfare. Another problem is that innovative active service and industrial enterprises differ significantly from each other in terms of goods, strategic business zones, competitive conditions, production characteristics, managerial, personnel, and diversification potential. The solution to all these problems involves alternative corporate and business strategies of the enterprise and, accordingly, their comparative assessment and selection of the best competitive strategy based on a system of indicators characterizing the effectiveness of the use of existing and potential resources. In this regard, the relevance of the research topic determines the study of the problems of formation and evaluation of competitive strategies in order to improve the efficiency of the functioning of a service and industrial enterprise as a socio-economic system.

LITERATURE ANALYSIS

Competitiveness is of particular importance for all business representatives in the consumer goods and services market. A representative of a business, each of which has a market share, will strive to further expand and strengthen its position. The great importance of this factor has led to its study by many scientists and specialists in this field, in particular, such domestic scientists as M.G.Umarkhodzhayeva, S.B.Makhmudov[1], A.Bekmuradov, N.Yuldoshev, M.Boltabaev, Sh.Majidov, D.Mirzakhilova, D.Kurbanova[2], O.M.Kasimov[3], it is also possible to give an example of such foreign scientists as N. V. Yeremeyeva [4], Yu. V. Taranukha[5], N. K. Popadyuk, I. A. Rozhdestvenskaya[6], G. D. Antonov, O. P. Ivanova, V. M. Tumin, P. A. Kostromin[7] and many others.

It should also be noted that despite the fact that the concept of "competitiveness" is defined differently in different literatures, they do not contradict each other, but complement each other.

One of the Russian scientists M.R. Boltabaev in his research papers gave the following definition of competitiveness: "Competitiveness is a characteristic that determines the level of satisfaction of a certain need of an object in relation to the best objects exported to this market, competitiveness is the ability of an object to withstand competition in relation to similar goods in certain market conditions" [8].

Another academic economist Sh.Sh. Shodmonov on competition: "Competition between independent commodity producers (enterprises) is to produce goods in favorable conditions and sell them at a price that brings good profits, strengthening their positions in the economy as a whole. At the same time, they also struggle to acquire the necessary means of production, raw materials and materials, and to hire labor. Competition between producers is ultimately a struggle for consumers. Competition is a clash of economic interests of market participants, which means a struggle between them for higher profits and higher efficiency" [9].

In addition, foreign industry scientists also define the concept of "competitiveness in different ways," in particular, M. Porter in his work "International Competition" defines: "Competition is a dynamic and developing process in which new products appear, new marketing paths, new production processes and new market segments, a continuously changing landscape" [11].

R.A. Fatkhutdinov defines: "Competition is the process of achieving victory in the fight against competitors or managing a subject's competitive advantage for other purposes to meet objective and subjective needs in a natural state or within the framework of laws" [12].

A.Sh. Khasanova "Competitiveness is a category that includes elements of monopolism and competition in different markets levels of market relations, as well as state mechanisms of their control" [13].

From the above definitions and opinions, it can be seen that each of these scientists drew their own conclusions taking into account certain aspects of the concept of "Competitiveness." However, in our opinion, it is necessary to clarify the essence of competition as an economic phenomenon that determines the activities of certain business entities in market conditions, and fully reflect its approach.

In our opinion, competition should be considered as a resource that serves to achieve the final result, which can be described as a competitive struggle between business entities interested in achieving the goal in conditions of limited opportunities. If we define the goal from the point of view of a market economy, then market competition is the struggle of economic entities for profit.

As for the second part of the chosen topic of the concept of "strategy," we can see that this concept has also been studied by many, including domestic scientists I.M. Abdullayeva [14], R.T. Tursunov [15], S.A. Abdullaev, B.D. Khadzhiev, K.K. Mambetdzhanov [16], A.A. Yadgarov [17], as well as foreign scientists V. V. Portnih [18], E. A. Gavrilova, S. A. Petrovskaya [19], A. Thompson, A. J. Strickland and others can be taken as an example.

Currently, the concept of "strategy" has a multifaceted character. Each section where we see an interpretation of this concept, we can observe that it is presented as a map of planning, design, ways to achieve a long-term goal in the general sense of certain events and processes.

In the textbook on the subject "Global Strategy, management and information Systems" by I.M. Abdullayeva, "Strategy is a holistic model of actions aimed at achieving the goals of an enterprise. The content of the strategy is a set of decision-making rules used to determine the main areas of activity" [21].

D. Chaffey believes that "strategy is a certain long — term plan for achieving a certain goal, and strategy development is finding a certain goal and drawing up a long — term plan. This approach is based on the fact that all emerging changes can be predictable, the processes occurring in the environment are deterministic and lend themselves to full self-management and self-management" [22].

A. A. Yadgarov notes that "The strategy is a comprehensive management plan that should strengthen the company's position in the market and ensure consistency of actions, attracting and satisfying consumers, successful competition and achieving global goals"[23]

As you can see, the concept of "strategy" is also very broad, as we mentioned above about the concept of "competition," based on this, the topic of our study shows how relevant is the importance and ways to develop a strategy to increase the competitiveness of an enterprise. In our opinion, the strategy of increasing the competitiveness of an enterprise is certain tasks, policies and plans of the enterprise, which are the force determining the approach to survival and victory in competition, taking into account the characteristics of the enterprise. In the military sphere, strategy means the transfer of troops and resources to positions that provide an advantage during the battle. That is, strategy is an event that occurs before the start of the battle, and everything else is tactics.

2. Materials and Methods

The article examines the importance and ways of developing a strategy to increase the competitiveness of an enterprise, with the help of their assessment, a clear diagnosis of an acceptable disadvantage or problem is made. Strategic directions for solving the problem are being sought, the implementation of which is impossible in the current period. Also, during the study, the activities of sales, marketing, accounting, planning, warehouses, production workshops of the enterprise were thoroughly studied and a database was collected to evaluate methods for developing a strategy to increase the competitiveness of the enterprise. Based on the collected data, such methods of economic analysis as comparison, a systematic approach, a logical approach, deduction and induction were used.

3. Results and Discussion

The main goal of any business is to maximize profits, the competitiveness of the enterprise is based on a number of important factors that form its total cost and certain competitive advantages. At the same time, the presence of a stable competitive advantage is determined by the high level of recognition of the company's products and services in the market, and is also one of the conditions for the company to achieve market success and obtain high profits in the future.

As soon as an enterprise starts its activity and enters the market, its first task is to survive or simply ensure its solvency, that is, it simply has to meet its obligations. This task is solved and implemented by a variety of measures, including management and marketing analysis, market research, and the development of products and services that meet market requirements at the first stage. At the same time, the achievement of high profitability of the enterprise is determined by the level of development of the resource potential and the features of strategic management, which are its internal factors.

At the second stage of the company's development in a highly competitive environment, marketing activities should be complemented by a systematic analysis of production costs, cost of products and services, market prices, and production efficiency.

Financial well-being usually arises from competitiveness, and in the future, manufactured products gain an advantage in a competitive environment. Effective management of the product range, continuous improvement of products and services lead to competitiveness, therefore it is important to accumulate financial resources at the right time without attracting external investment, and the most effective way is to manipulate

the product range, identify its strengths and weaknesses. At any time, it is necessary to determine which type of product should be preferred and in what ratio to produce different types of goods.

When a new level of business is reached, which is necessary to achieve success in the global economy, the key feature is the enterprise management strategy [24]. As soon as a business starts to make a profit, management should think about long-term goals and objectives, about how the company should develop in the medium and long term. With the help of a business plan, a strategy and analysis for each department, a strategic concept and an enterprise strategy are created.

Financial transparency, a clear financial structure and accounting policy are certainly important factors in achieving competitive advantages. To implement them, they use: financial analysis, financial planning, forecasting, budgeting, access management, investment portfolio management, crisis management, leasing, factoring and others [25]. Please note that the financial factors themselves do not yet provide a sustainable competitive advantage for enterprises. Today, in a rapidly changing market environment, managers face new challenges: solving the problems of sustainable growth, normalizing information, material and other flows, compensating for negative factors of financial condition.

In the strategic assessment, the company is distinguished by its investment attractiveness, and the main criterion of the business is to increase its value: corporations cannot focus only on tactical tasks, where the main goal is to ensure profit or profitability for the current year [24-25].

In today's market economy, it is very important to develop a strategy aimed at high sales efficiency and rapid product launch. In modern conditions, it is important not only to create a product in demand, but also to competently promote it to target consumers, create exactly this demand, interact with consumers and make a positive impression about the product, company or brand, often using non-essential methods.

In the era of the global economy, competition has several features. The first is government support for the activities of national corporations in the global market. For example, restrictions on the import of certain goods, in which competition reaches the level of state policy, where corporations attract states that institutionally compete with foreign governments due to the need to mobilize means of production.

Secondly, the competition involves both bodies superior to the European Parliament, the United Nations and other similar states, as well as the states themselves waging sanctions wars. This generates not only open protectionism at the national and transnational levels, which prevents open competition of corporations, but also the use of political measures to remove competitors from markets. Thirdly, not all States can participate in an active independent policy due to various problems: historical, economic or political. Fourth, this occurs as a result of monopolization or oligopolization of the market by one or more companies operating around the world.

The level of development of the competitive environment will always be different due to differences between the level of market industry, its development or differences in price position, therefore special measures are required in certain areas. For example, the oil and gas industry, which is one of the most important components of the global economy. Russia, which is a world leader in this field, currently ranks second in terms of budget revenues due to oil and gas exports, which accounts for about 8% of the Russian budget. Therefore, many countries (for example, the United States) and others are trying to lobby for some major energy projects (shale gas, liquefied natural gas, and others) to increase their exports.

One of the main factors of winning competition is labor productivity, and the higher it is, the more likely it is to outperform competitors. Growing companies, first of all, enter the transnational level, and then integrate into national markets, gradually neutralizing

local business, monopolizing the market, turning into global corporations that lead to the decline of the regional economy.

The superiority of one country in global economic competition is explained by the availability of natural raw materials, relatively cheap labor, developed transport infrastructure, etc., which also applies to large multinational companies. If it has an advantage in production, labor, or other resources, it means that such a company or enterprise is more competitive than its competitors in the same market conditions.

Competitiveness management involves a directed impact on the external or internal environment and its factors. Internal factors are quite easily and simply managed, they are implemented through quantitative or qualitative analysis of indicators for evaluating the potential of competitive products. The company's external environment has a more complex structure, it must use competitiveness factors that affect global economic activity, in which the following can be distinguished:

- the state strategy for balancing the export and import balance;
- creation of favorable conditions for importers in legislation and regulations;
- creation by some States of a system of resource support for national export-oriented enterprises and corporations;
- the presence or absence of customs duties on the import and export of goods that protect national enterprises and corporations from expansion;
- the country's membership and participation in international organizations;
- the sufficiency of financial resources necessary to ensure competitiveness;
- central bank policy: refinancing rates, preventing the export of financial resources abroad, maintaining the inflation rate;
- antimonopoly legislation and the level of its development, the level of countering unfair competition;
- the level of education development: secondary, vocational and higher, which ensures an increase in the skilled workforce.

It should be noted that in accordance with the results of the above-mentioned research, today every enterprise is faced with the need to develop a strategy to increase competitiveness, while taking into account the peculiarities of the modern economic environment.

4. Conclusion

Thus, the modern economic environment is characterized by rapid changes associated with a high level of development of information support for economic processes. In the modern world, all news and business ideas spread rapidly through information channels, which places new requirements on the development of a strategy to increase the competitiveness of companies and enterprises and leads to its constant development, since they must and must adapt to constant fluctuations in the external environment.

Globalization also contributes to the transfer of crises and trends from one economic system to another. Therefore, when developing a strategy to increase the competitiveness of companies and enterprises, it is necessary to take into account not only the market conditions of a particular country, but also the impact of global trends on this market.

The development of a strategy to increase the competitiveness of the company, of course, leads to a more specific definition of its strategic goals and the creation of an action plan using external and internal factors. In our opinion, in order to form competitiveness, enterprises and companies and their managers need to implement the following measures:

- manipulation of the range of products produced by the enterprise, improvement of the export department taking into account export orientation, development of skills of specialists in the field of marketing;

- today, when developing a strategy to increase competitiveness, it is also necessary to improve advertising activities, effectively use social networks, fill the enterprise's website with information about advertising products on the internet, product descriptions, quality level, as well as open a page in the most popular social networks such as telegram, facebook and instagram;
- development of strategic plans of each department and workshop to develop a strategy for increasing the competitiveness of the enterprise;
- reviewing the job descriptions of employees in order to implement the strategy of increasing their competitiveness and incorporating requirements aimed at improving the quality of products.

It should be noted that the strategies for increasing the competitiveness of all enterprises are different, only general approaches to their formation and implementation can be found. Therefore, it is necessary to study the classification of strategies and understand how effective they are in a situation of strong and fierce competition, market globalization, and product life cycle reduction.

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