

Ensuring the competitiveness of the enterprise on external market

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S u m m a r y . Ensuring the competitiveness of enterprises on the external market is the foundation of the enterprise's existence in the conditions of globalization. A possibility for a company to compete on the market directly depends on the competitive advantages and the set of economic methods of activity of the company affecting the results of the competition.

Key words: competitiveness, competitive advantages, TNC, enterprise.

INTRODUCTION

In a market economy, a crucial role for the success of the enterprise plays competitiveness, and the solution of the problems of ensuring the competitiveness on external markets today - the main thing in a number of main directions of development of the national economy. The problem of competitive advantage takes central place in the theory and practice of competitiveness, so as to survive and achieve their goals in a fierce competitive struggle every company must have certain advantages. Competitive advantages are necessary for the enterprise to build a mediated relationship with such a subject of the external environment as a competitor.

OBJECTS AND PROBLEMS

Analysis of the latest research. Today there is a great number of works devoted to the problem of ensuring the competitiveness of enterprises on the external market. In the works G.L.Azoev, L.G. Ramenska, R.A.Ratkhutdinov,

A.Youdanova and a number of other authors some aspects of development of administrative and organizational-economic mechanisms of providing of competitiveness are considered. Issues on ensuring of competitiveness of the enterprise in the strategic aspect were covered in the works of V.Efremov, A.Savtugin, A.Yudanov and many others.

The aim of the article is the development of theoretical and methodological approaches of ensuring the competitiveness of business activities on the external market.

RESULTS OF INVESTIGATIONS

The modern stage of economic development is characterized by increased international competition, the transfer of the centre of gravity of the struggle between the companies from the national to the regional and international levels. Competition tends to strengthen both on the domestic market between domestic manufacturers and their foreign competitors, and foreign - between separate enterprises, functioning in the structure of the industries that are most effective in economic and technological terms. Competition is a delicate mixture of creative and adaptive actions of participants of the market game, is the cause of the long standardizing the behavior of economic entities, which is essential to the survival and conservation of the market position of the enterprise in the conditions of globalization.

Thus, on the one hand, the competition at any level is intended to serve for increase of

competitiveness and efficiency of economic entities, and on the other, in terms of the dominance of global monopolies, is an instrument of oppression of the weak participants stronger due to the incompatibility of fundamental interests.

Main features of this competition are [8]:

- The emergence and development of competitive relations in the integrated space.

- The emergence of new subjects of competition, in connection with this evolved the new levels - among civilizations and outwardly civilized.

- Changing ultimate goals of activity of the actors of the global economy, which leads to the orientation of the not for profit, and on the scale of the release of liquid resources to perform certain strategic objectives.

- Increased competition at all levels and the dominance of destructive component of global competition, sharply slows down the development of some countries.

- The need for coordination of control over the institutions of state power between representatives of transnational and national capital.

- The creation of integrated global industries by means of the vertical organization and diversification of production on the basis of the model of oligopoly.

- Increase of the role of TNCs in a competitive global struggle at the expense of intensification of the processes of mergers and acquisitions with the expansion of the range of financial instruments, methods and techniques.

- Transformation of TNCs in the global companies and ensure their competitive advantages on the basis of unique corporate strategies and synergistic opportunities for integrating local and global competition.

The company's entry to the world market must rely on its competitive advantages in international competition. Formation of competitive advantage is the process of ensuring competitiveness of the firm, in other words, is the process of capturing advantageous competitive positions using any parameters for assessing the condition of the enterprise [10].

Competitive advantages are concentrated demonstration of superiority over competitors in the economic, technical, organizational spheres of activity of the enterprise which can be measured by economic indicators (additional profit, higher profitability, market share, sales volume).

The interaction of the main characteristics, which provide competitiveness of the enterprise and competitive advantages shown in figure 1 [11].

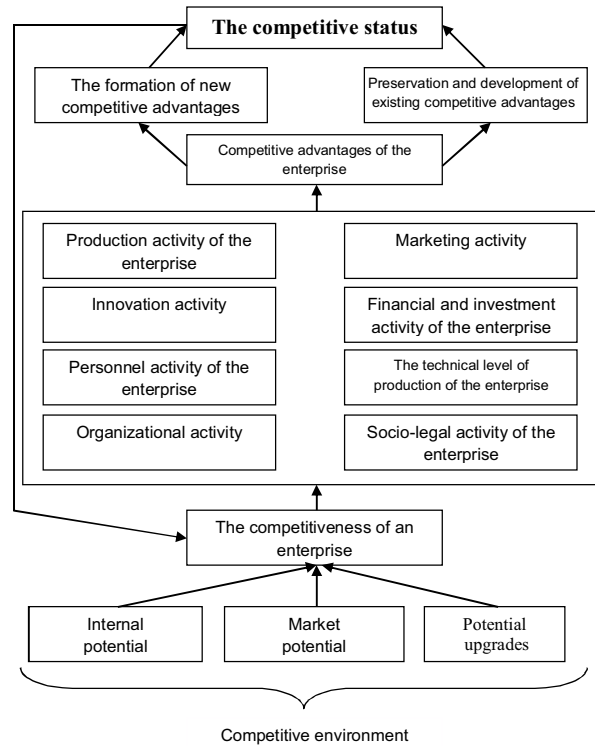


Fig. 1. The relationship of the main characteristics of the competitiveness of enterprises, competitive advantage and competitive status of the business entity

Thus, competitive advantage lies in forestalling of its competitors through the implementation of a significant (from the point of view of a particular industry) factors of the market and resource orientation, which may affect the long-term success of the enterprise.

Competitive advantages of the enterprise, sources of their origin, can be divided into internal and external. Internal are the characteristics of the internal aspects of the enterprise (level of costs, productivity, organization of processes, management system, etc) that exceed similar characteristics of priority competitors. External competitive advantages are based on the ability of the company to create more meaningful value for consumers of its products, creating opportunities better meet their needs, a decrease or increase of efficiency of their activity[12].

Organizational-economic mechanism of the formation of competitive advantages of enterprises is a subsystem of the General economic mechanism; the system of organizational, technological, economic leverage, and management practices which provide the competitiveness of the enterprise and sustainability of its development in the long term in the process of interaction and correlation.

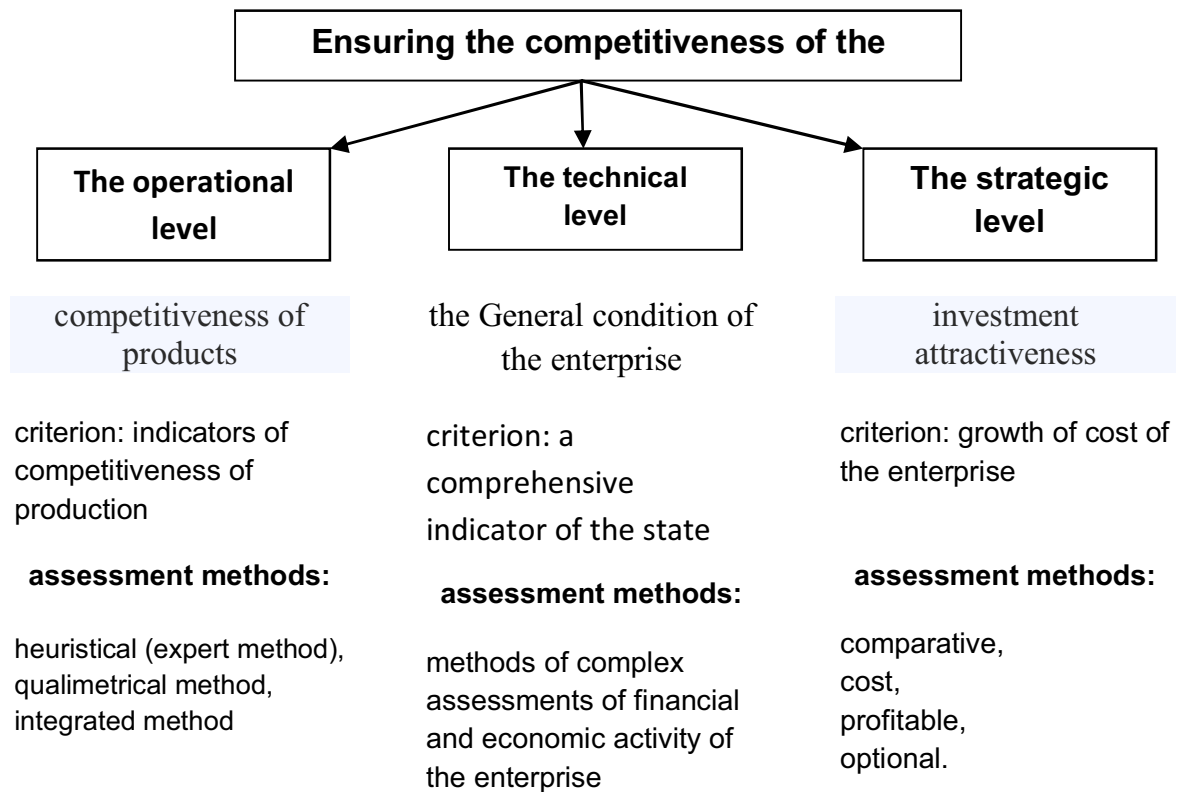


Fig. 2. Ensuring competitiveness of the enterprise at different levels [1]

Analyzing the key characteristics of a state enterprise and known approaches to the evaluation and improvement of its competitiveness, we can formulate the main principles of the concept of ensuring of the competitiveness of enterprises (fig. 2).

The task of ensuring competitiveness of the company includes providing of competitiveness of production and the actual enterprises on the domestic and foreign markets. This should highlight the different criteria of competitiveness of the company depending on the scope of planning and management. The main indicator of the competitiveness of enterprises at the operational level is an integral indicator of the competitiveness of products. At the tactical level of competitiveness of the enterprise ensuring its general financial and economic condition and is characterized by a comprehensive indicator of his condition. At the strategic level, the competitiveness of the enterprise is characterized investment attractiveness, the criteria of which is the growth of business value. Competitiveness of products is an important indicator of the competitiveness of enterprises because the production and sale of competitive products provide continuous cash flow. Estimation of

competitiveness of production is realized through 3 main methods: heuristic (expert.), qualimetric, integrational.

The sequence of the implementation of the system for ensuring competitiveness consists of the following stages:

- establishment of target orientation system and framework for its functioning;
- formation and analysis of the factors influencing the competitiveness and value of the enterprise;
- definition and decomposition of control levels (strategic, tactical and operational) specific goals, objects and criteria for the operation of system;
- development of basic indicators determining the effectiveness of functioning of system of each object and control level;
- forming of the composition of the objectives of the system;
- development of the functional structure of the system;
- establishment of algorithms and organizational regulations of formation of management actions and redistribution of resources during the change of indicators of activities of the system;

- development of information design, system interaction of competitiveness [5].

The purpose of the system creation is to increase the enterprise's competitiveness in external markets at the strategic level through the development of a mechanism of complex assessment of the validity of all management decisions with respect to their influence on the formation of competitive advantages.

CONCLUSIONS

A high level of competitiveness in the long term stipulate for obtaining, maintaining or freeze competitive advantages on the international market. At certain times of competitive advantages are supported by effective use of resources, strategic marketing orientation and powerful business potential of the enterprise. It is the totality of all material and non-material, financial, labor, intellectual, informational and moral assets of the company.

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ОБЕСПЕЧЕНИЕ КОНКУРЕНТОСПОСОБНОСТИ
ПРЕДПРИНИМАТЕЛЬСКОЙ ДЕЯТЕЛЬНОСТИ
НА ВНЕШНЕМ РЫНКЕ

Ирина Трунина

Аннотация. Обеспечение конкурентоспособности предпринимательской деятельности на внешнем рынке это основа существования предприятия в условиях глобализации. Возможность предприятия действовать на внешнем рынке на прямую зависит от наличия конкурентных преимуществ и набора экономических методов, влияющих на результаты конкурентоспособности.

Ключевые слова: конкурентоспособность, конкурентные преимущества, ТНК, предприятие.