

### III. ПРОБЛЕМЫ МЕНЕДЖМЕНТА И МАРКЕТИНГА. ЛОГИСТИКА

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#### MODERN METHODS FOR ASSESSING THE COMPETITIVENESS OF AN ORGAN- IZATION

The assessment of the competitiveness of manufacturing companies is an important tool for making management decisions by various market participants. Competitiveness depends on many indicators, which complicates its assessment. It is necessary to see the range of methods for assessing the competitiveness of an organization and choose the most relevant one. Thus, this article will focus on the factors of competitiveness of the organization and methods for assessing the competitiveness of manufacturing companies.

**Keywords:** factor, product, competitiveness, economics, profit, method, organization.

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#### СОВРЕМЕННЫЕ МЕТОДЫ ОЦЕНКИ КОН- КУРЕНТОСПОСОБНОСТИ ОРГАНИЗАЦИИ

Оценка конкурентоспособности производителя – важный инструмент принятия управленческих решений разными субъектами рынка. Конкурентоспособность зависит от множества показателей, что усложняет её оценку. Необходимо увидеть спектр методов оценки конкурентоспособности организации и выбрать наиболее актуальный. Таким образом, в данной статье будет сделан акцент на факторах конкурентоспособности организации и методах оценки конкурентоспособности производителя.

**Ключевые слова:** фактор, продукция, конкурентоспособность, экономика, прибыль, метод, организация.

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All enterprises strive to obtain the highest profit, and this is the goal of all their activities. To survive and stay in the market in the long term, manufacturers must be competitive. The concept of the competition can be reduced to two definitions. Firstly, competition is the struggle of producers of goods for better economic conditions, obtained because of achieving better results and obtaining maximum profit [1]. Secondly, competition is an element of the market mechanism that ensures the interaction of market entities, i.e. enterprises in the production and sale of products, as well as in the sphere of capital investment [1].

In the economic sphere, competitiveness is a set of properties that create advantages for the subject of economic competition. It is worth noting that these properties can relate to different subjects of competitive struggle: types of services, organizations, industries, and countries. Accordingly, it is worth noting that free competition of organizations providing services is one of the fundamental principles of the market economy.

The competitive potential of an organization is the real and potential ability of the organization to manufacture, develop, sell and service in certain parts of the market competitive products. Competitiveness is considered in the factorial and resulting planes.

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Competition arose almost simultaneously with the provision of services, but only under capitalism did competition become the most important lever of market regulation of social production.

Business entities in a market economy have a goal consisting of ensuring the competitiveness of the services provided, since the financial well-being of the organization depends on the presence of competitiveness. This topic is quite relevant and practical, because only a competitive organization can function effectively in a market economy. Organizations can most often increase their level of competitiveness if they have a higher competitive potential.

In an emerging market, spontaneous competition often spontaneous competition, accompanied by destructive processes: crises, bankruptcies, and others. When the market is already formed, competition becomes organized [2]. Also, the gradual integration of the country into the global economic community and the development of a competitive environment in the domestic economy creates a high problem of increasing competitiveness. Competitiveness is studied exclusively in groups of organizations related to one industry or providing similar services [3]. The goals of demonstrating competitiveness are:

a) for organizations providing services – this is the implementation of services in a short time frame at an optimal price;

b) for staff, it is getting a job that meets their needs;

c) for an organization as an object of a socio-economic system – this is the introduction of comprehensive security and a decent standard of living for personnel, participation in the life support of society, an effective reproductive policy in almost all areas, and the solution of other social problems;

d) for a country as an object of the socio-economic world system - the same as in the point above, adding the provision of sovereignty, creating global relationships, and more.

Competitiveness includes various factors: legal, political, environmental, technical, economic, psychological, social, managerial and others. The number of these factors depends on:

a) characteristics of the complex of processes for managing an object in time and space;

b) complexity and individual characteristics of the object;

c) characteristics and features of the external environment of the object;

d) parameters of the institutional environment and infrastructure, the quality of the legal, customs, tax and financial-credit systems, as well as the strength of competition in a particular market and other factors;

e) professional and psychological readiness of the subject to productively manage an object in any specific market [4, p. 18].

Competitive advantage is divided into external and internal:

— Characteristics of the internal aspects of the organization's activities, i.e. cost levels, labor productivity, process organization, management, innovation, technology, etc. relate to internal competitive advantages.

— External competitive advantages are based on the organization's ability to create more significant values for consumers of products which makes it possible to more fully satisfy their needs, reduce costs and increase operational efficiency. External competitive advantages include: informational, qualitative, design, price, sales, and so on [5].

Organizations try to control each other through competition. The struggle of companies for the consumer helps to reduce prices, reduce the costs of providing services, improve their quality, and strengthen scientific and technological progress. However, competition increases the contradictions of economic interests of organizations, entails an increase in costs, and stimulates the emergence of monopolies. The state must intervene so that competition does not turn into a destructive force for the economy [6, p. 52]. Any product has its positive and negative sides, it can lose to other products of the same type in some indicators, but win in others. So the enterprise seeks to improve the weak points. And, remembering that the enterprise creates products for buyers, the entrepreneur and marketing services focus on demand, improving the aspects that are most important to consumers. As we know, there are quite a lot of enterprises and they are all ready to fight for their place. And, in turn, for this they need to be competitive. This is how strategies are developed aimed at increasing competitiveness.

In global practice, all factors influencing the competitiveness of an organization in the industry have long been defined. Factors determining the competitiveness of services must have 3 characteristics:

— improve the attractiveness of the company's services for the target audience;

— increase the level of profit received by the company when providing services;

— positively influence the satisfaction of the target audience with these services [7].

The main factors that determine the competitiveness of a service in a particular market:

1. Time factor. The definition of the competitiveness of a service is examined by the time factor, referring to the first basic principle of the theory of finance, what is important today will not matter in the future. However, what is important today did not matter in the past, for example, there was no gel polish coating for nails before. Nowadays, it is quite common.

2. Quality of services factor. Quality of services is manifested in the "sophistication" of domestic demand. Only when the domestic market is open to foreign competitors, high demand is formed.

One of the most important components of the competitiveness of services is the quality of the service. The quality of services is understood as a set of properties and characteristics of services, their ability to satisfy established or implied needs. The quality of services helps to win and maintain positions in the market, services strengthen the reliability of the organization.

The normative basis for quality requirements are national standards and standards of organizations. If the main purpose of technical regulations is to protect the life and health of citizens, protect property and the environment, then the application of standards is initially aimed at increasing the competitiveness of services [8].

The level of quality of services must meet the requirements established in technical regulations, contracts, standards, technical specifications for product development, technical conditions. Organizations providing services that are leaders in the market set themselves the task of becoming leaders, and include in their corporate standards fairly strict quality requirements [9, c. 43].

The requirements that federal executive bodies establish in standards for the bulk of consumer services are, as a rule, of medium or lower than average severity, since they are the result of a compromise between consumer demands and the production capabilities of most organizations in the country. In general, these requirements can be mandatory.

All government agencies, business entities, organizations and institutions must comply with mandatory requirements.

Alternative requirements contained in regulatory documents are subject to mandatory compliance by business entities if this is provided for by technical regulations or technical documentation of the service provider [10].

The quality level helps to compare the usefulness of competing services. Since the quality level of services is based on a comparison of the quality indicators of a given service, a general description of quality indicators, a study of the method for calculating the quality level, and a consideration of consumer quality indicators that determine the useful effect when using the service become necessary.

Safety and the mass image of the service, which evokes associations with its fame, usefulness, and prestige, also play a role in quality.

With the same value of the quality and price ratio of competing services, the consumer prefers the service with a higher image. If the quality of services is the same, then services with such an image are sold at a higher price. In order to conquer the market, an organization must surpass the quality of the services of a competing company or become popular. A high positive image is created rather slowly, and destroyed rather quickly.

3. The scale factor of service provision. It is possible to reduce the cost of a service and improve its quality if the scale of service provision increases. When success in competition provides by high quality of service rather than low price, the level of costs ceases to play a decisive role. The practice of the economies of many countries shows that low costs are quite easily reproduced by competitors. The emergence and strengthening of new competitors reduces the return on investment, which ultimately means that low costs cease to provide a large-scale effect. Recent studies by the United Nations Organization for International Development (UNIDO) show that low costs play a rather negative role for the economic development of many countries [11. c. 271].

4. The novelty factor of the service. Satisfaction of new human needs or satisfaction of existing needs in other ways.

The authenticity requirement applies to accompanying documentation. For example, the authenticity of the certificate of conformity and its duplicate can be assessed; this authenticity certifies the quality and safety of the service [12].

5. Factor of the method of obtaining information.

When a consumer decides to use a service, he or she seeks information about the competitive advantages of the service. It is worth considering that the informativeness of a service is the ability to express its social value through information about competitive advantages [13]. The decision-making process for using a service includes recognizing the need, searching for information, and evaluating the service in comparison with possible consumption options. In the process of providing and consuming the service, it is necessary to use the same approach-

es and methods of obtaining information and performing calculations. In no industry should the average share of advertising expenses exceed 1%. But some organizations choose a different tactic [14]. Magazines containing the results of consumer expertise, reference publications dedicated to services that have won competitions, and other sources of professional information have a sufficient influence on the decision to consume a service. The result of the alternative before consumption will depend to a sufficient extent on the information received by the consumer about the competitive advantages of the service. Hence, informativeness as a criterion acquires significant significance in the market, which is saturated with similar services. An organization that has correctly formulated the competitive advantages of its service gets the opportunity to successfully distinguish it from similar services.

6. Pricing factor. Price has a great impact on the movement of material flows. Reasonable pricing tactics, as well as the corresponding pricing strategy, correctly set price are the necessary components of the successful operation of any organization.

7. Market factor. The market factor is characterized by types of markets, stability, capacity, prospects, and preparedness of markets. When an organization begins to provide a new service that is intended for a specific market, there is a need for a comprehensive description of market opportunities [15, c. 168].

8. Sales factor. Without effective sales, the successful provision of a new service does not ensure its competitiveness.

9. The service factor is valid before the service is provided and after the service is provided.

Forces that work to change the factors of competitiveness may include changes in economic policy, new laws, changes in consumer expectations, new market opportunities. These forces are changes, so they provide good opportunities for those who act within these frameworks. After identifying the forces, it is necessary to identify the restraining forces, that is, forces that resist change, which can hinder progress towards the goals in the direction. For example, lack of understanding, fear of technology, selfish interest, internal politics in the organization, intolerance to change.

If competition intensifies, then the intensification motivates organizations to create competitive services. It also makes it necessary to improve strategic decisions aimed at increasing the competitiveness of the business [16]. Most often, a manufacturer of goods and services is not able to be competitive if its activities are not carried out on the international market. Hence, the development of organizations significantly depends on how the conditions for attracting foreign economic agents are created, for example, investors, partners, consumers of services.

There are quite a lot of domestic and foreign scientific works in the scientific literature on increasing the competitiveness of organizations. A. Smith, who examines the theory of perfect competition, K. Marx, who examines the basic law and mechanism of competition, D. Ricardo, who studies the principle of comparative competitive advantages, D. Robinson and E. Chamberlin, who study the problems of monopolistic competition, are classics in the study of competition [17, c. 2]. In the current scientific literature, there is a fairly large selection of competitive strategies of the organization proposed by I. Ansoff, P. Drucker, F. Kotler, M. Porter, A. Thomson and J. Strickland. However, it is worth considering that no classification is universal and does not have its own characteristics. The main tasks of the process of strategic management of the organization concern the formation of directions for choosing strategic decisions to ensure the competitiveness of the organization. In economic literature, there are various approaches to classifying and ranking competitive strategies. Hence, prepared for implementation, strategies of leadership in diversification, cost reduction, concentration according to the theory put forward by M. Porter, they are also the basic directions for ensuring strategic decisions to increase competitiveness. These strategies are the most common and verified by practice in the conditions of a market economy. They include leadership strategy, diversification strategy, concentration strategy. When costs are optimized, a leadership strategy is formed through cost reduction. Following this strategy, leaders provide services that are elastic in price. Organizations providing services can form the lower limit of prices in the market. Protection is provided from M. Porter's competitive forces: organizations, suppliers, existing and potential competitors providing similar services, consumers. This strategy has a drawback, which is expressed in the focus on providing one service and the underdevelopment of other areas of activity [18, c. 25].

To improve the competitiveness of organizations, it is necessary to understand which part of the organization needs improvement. What can be seen by regularly assessing the competitiveness of the enterprise. Assessing the competitiveness of the manufacturer is an important tool for making management decisions by various market participants.

Initially, the top management of the organization needs the results of the competitiveness assessment to solve the following tasks:

- goal achievement research;
- identifying competitive advantages and developing programs to improve the competitiveness of the organization and services;
- selection of a competitive strategy;
- setting competitiveness goals;
- investment decision-making. For lenders and investors, competitiveness assessment results help them make sound lending and investment decisions.

In the country, competitiveness management entities need information on the competitiveness of industries and organizations in order to make decisions on protecting national producers from increased imports at a price that is lower than the usual price of such a service. [19, c. 67].

By assessing the competitiveness of organizations in a specific region, programs are developed to improve its competitiveness. Assessing the competitiveness of an organization is a complex multifactorial task that comes down to identifying the most significant numerical indicators of competitiveness and integrating them. There are 25 requirements for competitiveness measurement methods that the applied method of finding the integral indicator of competitiveness must meet [20]. They are shown in Table 1.

Table 1 – Requirements for competitiveness measurement methods

| Name of requirement  | The essence of the requirement   |
|----------------------|--|
| 1. Suitability       | It should measure the quality and competitiveness of products, and not something else                  |
| 2. Adequacy          | The measured parameter should not require other measurements and calculations                          |
| 3. Uniqueness        | The meter must meet the requirements and be unique   |
| 4. Reliability       | Measurement errors should be minimal, failures are undesirable   |
| 5. Quantifiability   | Quantitative indicators must have a meaningful load and be understandable                              |
| 6. Integrity         | Must combine different parameters of an object into one  |
| 7. Individuality     | The assessment must be carried out independently of other objects                                      |
| 8. Flexibility       | The method should allow for assessment at all stages of the life cycle of various products             |
| 9. Ease of work      | The method should not require large expenditures of effort and resources for its implementation        |
| 10. Efficiency       | The method should allow obtaining an estimate quickly  |
| 11. Improveability   | The method must be able to be improved   |
| 12. Quantitativeness | The method should allow obtaining a quantitative assessment  |
| 13. Sameness         | The method must be the same in relation to different objects, situations                               |
| 14. Globality        | The method must "work" for a global criterion – the interests of the development of the entire society |
| 15. Uniqueness       | The evaluation criterion must be unique  |
| 16. Comparability    | The ratings of identical objects must be the same  |
| 17. Reproducibility  | The results obtained on the same object by different researchers should be the same                    |

When analyzing the competitiveness potential, it is appropriate to analyze the following aspects:

1. The region where the service is provided in the global economy.

2. Internal factors of development:

— human resources: national composition, its age and gender structure of the population, factors of population growth, migration, education, professional composition of the employed, income, wage level, unemployment level and dynamics, GDP per capita, labor productivity, income differentiation, savings, level and dynamics of physical and mental health, life expectancy;

— economic resources: the fastest growing industries and sectors, business climate, degree of monopolization of markets, state of the real estate market, level of regional planning, business infrastructure, volumes of public and private investment, composition and volume of municipal services, infrastructure, transport and communications, degree of development of small business, "export" activities of regional organizations;

— natural resources: natural attractions, land use, presence of natural resources, recreational resources;

— cultural resources: history and historical sites, social values, norms, traditions, lifestyle and others [21].

In the end, it is obvious that it is quite important to have a good assessment of competitiveness. Let's consider the methods of assessing competitiveness:

1. Matrix method. It is carried out by studying and evaluating services. In this method, a matrix is constructed, where the horizontal axis shows the growth rates and decrease in the number of services provided, and the vertical axis shows the relative share of the organization's services.

2. Method based on the need for services. It is important that the organization's services are in demand by consumers. To be in demand, an optimal price-quality ratio is necessary.

3. A method based on the theory of effective competition. This method examines the work of departments. If everyone works like a well-oiled machine, then this is positive.

4. A comprehensive method. This examines the current and probable future state of the organization.

5. SWOT analysis. This method identifies actions needed to improve competitiveness. The organization's strengths and weaknesses, opportunities and threats are determined.

6. Rating system. This method evaluates certain indicators of the organization itself and competitors. One point is the minimum score, five points is the maximum.

If we consider matrix methods, the most popular method is the BCG matrix (Boston Consulting Group). The growth rate of sales is considered vertically, and the relative share of the product on the market is considered horizontally. Let's consider 3 companies that conduct assessment and examination, where the blue circle is LLC "Center for Forensic Research", the orange circle is LLC "North-West Regional Center of Expertise", and the green circle is LLC "Multi-profile Center of Forensic Expertise". An example of using this method is shown in Figure 1.

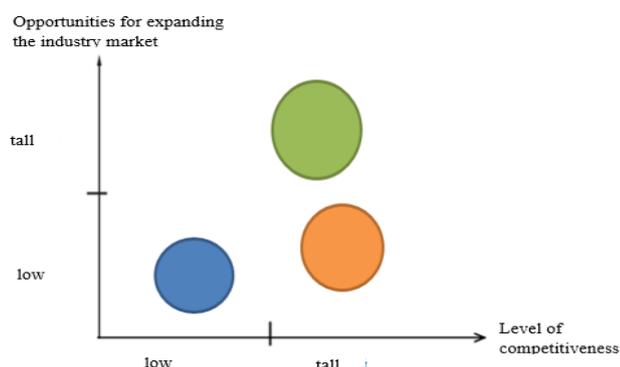


Figure 1 – BCG Matrix

The following conclusion can be made: the higher the market share and growth rate, the higher the level of competitiveness of the object. This matrix does not always show the real state of organizations since the issues are complex and often change. Therefore, a more common method for assessing the competitiveness of several organizations is a rating system, an example of this method is shown in Table 1.

Table 1 – Evaluation of companies on a 5-point scale

| Evaluation parameter        | LLC "North-West Regional Center of Expertise" | LLC "Center for Forensic Research"                       | LLC "Multi-profile Center of Forensic Expertise" |
|-----------------------------|---|--|--|
|                             | 3   | 5  | 5  |
| Location                    | 7 min from the metro station "Ladozhskaya"    | 10 minutes from the metro station "Ploshchad Vosstaniya" | 7 min from the metro station "Chernyshevskaya"   |
| Number of services          | 3<br>83 services                              | 2<br>54 services   | 5<br>141 services                                |
| Average prices for services | 4<br>6053,01 rub.                             | 1<br>12288, 89 rub.                                      | 2<br>10211, rub.                                 |
| Website success             | 4<br>75,00%                                   | 4<br>76,60%  | 5<br>84,78%                                      |
| Website traffic             | 4<br>67 visitors per day                      | 1<br>4 visitors per day                                  | 2<br>25 visitors per day                         |
| <b>Average score</b>        | <b>3,6</b>                                    | <b>2,6</b>   | <b>3,8</b>                                       |

Each method has its advantages and disadvantages. Therefore, when choosing a method, it is necessary to consider the needs of the organization itself, since there is no single approach that can most accurately determine the competitiveness of an organization [22].

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