

COMPETITIVE STRATEGY AS A FACTOR IN THE GROWTH OF THE INNOVATION ECONOMY

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The importance of changes in the strategy of the enterprise is determined by the contradiction between the practical goals of the enterprise and the existing situation. Recently, more and more enterprises have resorted to the development of company development strategies and, accordingly, to strategic planning.

For large companies with large assets, capital-intensive production, and a large length of production structure, the presence of a development strategy is considered simply a necessary condition for survival. It is strategic planning that allows the company to determine its goals and what it needs to strive for, whereby to develop its business or simply survive in the increasing competitive struggle [1].

Many well-known companies not only have a well-developed and transparent strategy, but also adhere to established development parameters, and this ultimately led them to success, but when achieving success, for the sake of further existence, the company should resort to strategic planning. This should not be a one-time process, but a constant, ongoing activity of top managers. The use of strategy as a management tool in the daily activities of the company is a prerequisite and a means of not only survival, but also ensuring the prosperity of the company.

In our opinion, all actions of the subjects are aimed at fighting for the consumer and (or) at fighting for the seller. Consequently, the objects of competition can be attributed to the demand (demand market) and the offer (offer market). In the event of competition, the sale of goods (the demand market) requires that the subjects offer a certain product, which must be kept in demand. have comparative advantages over the goods of other entities. When competing for the opportunity to receive one or another product (investment, qualified workforce, etc.) in the supply market, subjects must ensure the best conditions for acceptance (work, availability).

Thus, the formation of a competitive economy requires, first of all, the development of the theory of competitiveness, the formation of a system of evaluation indicators, the development of both state and regional policies for the competitiveness of economic systems.

The formation of competitive strategies of the business entity is provided by the organizational and economic mechanism, which, in our opinion, should include the following elements:

- methods of complex analysis of the external macro and micro environment and assessment of competitive advantages of the business entity;
- mechanisms for the formation of competitive strategies for use in different market sectors (sectoral strategies) and (or) for different products (product strategies);
- the mechanism for ensuring the unity of the strategic development of the company.

The latter ensures that the set of competitive strategies corresponds to the organization's mission and their integration into the basic corporate strategy.

The most important element of the organizational and economic mechanism of formation of the strategy of the business entity is the mechanism of analysis of the macro and micro environment as a permanent activity in the course of strategic planning and implementation of the strategy. The list of estimated characteristics of macro and microenvironment and their quantitative indicators are determined by the method of expert assessments. For example, to assess the corporate profile of a business entity, attracted experts identified 43 characteristics, divided into twelve areas of activity. Each of the characteristics is evaluated by two parameters: 1) the degree of manifestation of the characteristic and 2) the degree of importance of the characteristic, which are set by the corresponding coefficients.

The rank of the corporate profile characteristic makes it possible to determine its contribution to the formation of the competitiveness of the business entity, taking into account the significance of this characteristic.

To take into account and more accurate assessment of individual characteristics of the business entity, an additional parameter «assessment of the importance of corporate profile areas», characterized by the importance coefficient, was introduced. If this coefficient is used, the calculation is carried out separately for each direction, to the sum of the characteristics of which the corresponding coefficient indicator is applied.

The proposed structure of the organizational and economic mechanism for the formation of competitive strategies of the business structure and the tasks to be solved at various levels are shown in figure 1.

To ensure the effectiveness of the developed strategy and its compliance with the set goals and long-term interests of the company, we have proposed a method of monitoring the strategic planning process, based on structural and logical filtering of external and internal factors of adverse impact and ensuring effective management of the strategy development process at all stages.

Thus, the basis and content of the competitive strategy of the business structure is the transfer of the organization or its individual product from the current competitive position to the desired one by implementing competitive advantages. If the current and desired competitive positions are the same, then the content of

the strategy will be to maintain and strengthen the current competitive position. Competitive strategies are developed both at the company level and at the levels of its divisions dealing with different markets or different products.

References

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