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IMPROVING THE MECHANISM OF INCREASING COMPETITIVENESS OF SMALL BUSINESS ENTITIES IN LOCAL CONSUMER MARKETS

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Abstract: This article examines the issues of assessing the competitiveness of small business enterprises. The competitiveness of the enterprise can be determined depending on the dynamics of the integral indicator of the enterprise's competitiveness, taking into account the change in the share of sales of each of the enterprise's goods on the market and the change in their share in the enterprise's sales volume. The issues of evaluating the competitiveness of the enterprise with its production profitability, and comparing it with the average industrial profitability have been studied. Conclusions and suggestions have been developed regarding the problems.

Keywords: small business, competitiveness, valuation, sales volume, integral indicator, dynamics, production, profitability.

Introduction. In the modern conditions of the market economy in our country, the issues of quantitative assessment of competitiveness are becoming one of the important issues. The competitiveness of products and services produced in small business enterprises is related to the production of goods and services that meet global requirements by local economic entities. Competitiveness serves as one of the main criteria for evaluating the products of small business enterprises, regardless of any form of ownership of enterprises. Therefore, in small business enterprises, it is necessary to evaluate the competitiveness of the product by quantitative calculation when making management decisions based on the development, production and sale of new products. The high level of production of goods determines the urgency of issues of strengthening the position of a small enterprise in the market and improving its image, as well as assessing competitiveness.

Methodology & empirical analysis. The methods of comparative analysis, synthesis, and analogy were used during this research. Competitiveness of enterprises (R_{kor}) can be determined by static and dynamic methods. The static method is determined by the following formula, taking into account the market where the company's goods are sold and the weight of the goods:

$$R_{kor} \geq \sum_{i=1}^n \alpha_i \beta_j \times R_{ij \rightarrow 1}$$

Here:

α_i - the share of the enterprise in the sales volume of the i -goods during the analyzed period ($i=1,2,\dots,n$);

β_j - indicator of the importance of the market where the company's goods are issued. Indicators of market importance in developed countries 1; 0.7 for other countries, 0.5 within the country.

R_{ij} - Competitiveness of i-product in j-m market

This method of assessing the competitiveness of the enterprise is not sufficiently developed in terms of systematic and holistic approaches, nevertheless, this method provides a mutual comparison of preliminary data and management decisions. In addition, it is necessary to emphasize the complexity of its practical application.

Competitiveness means multidimensional provision of goods with market conditions in terms of quality, economic, technical, aesthetic, ergonomic features and other conditions of sale (delivery dates, sales channels, service, advertising) [1]. In the methodology proposed by A. Burda and V. Kochetov, the evaluation of the competitiveness of enterprises should be based on a certain set of indicators, and the justification of the content should be based on the goals of the evaluation and the needs of management subjects. Due to the complexity of prioritizing any single criterion, comprehensive assessment of competitiveness is appropriate. At the same time, it is possible to use methods that do not involve the calculation of a single integral indicator and provide the formation and quantitative assessment of a single integral criterion.

The method of extracting the main criterion. In such cases, the relationship measurement scale is used to establish objectively comparable numerical values of various characteristics. For each indicator of the positive direction, the maximum value in the matrix is found and taken as a basis. Initial values are standardized by dividing by the base value according to the following formula:

$$X_{ij} = \frac{a_{ij}}{\max a_{ij}}$$

i-index numbers (i=1,2,3,...,m);

m-number of indicators;

j- enterprise numbers (i=1,2,3,...,n);

n- number of enterprises;

a_{ij} - the value of i indicators of j-enterprise;

X_{ij} is the standardized i-coefficient of competitiveness

Thus, the selected indicators of profitability, management efficiency, business activity, liquidity, market stability, volume and concentration, which have a positive direction, are standardized, that is, the higher the value of the indicator, the better the corresponding parameter is evaluated. The disadvantage of the main criterion selection method is that the comparison is made only by one criterion, and the values of others are not taken into account.

Multiplicative method. A set of competitiveness criteria includes the construction of a simple or weighted integral criterion of local criteria if they satisfy certain multiplicity conditions. The disadvantages of this method include the presence of uncertain compensations for the values of the criteria.

The method of combining additive criteria involves constructing an integral criterion in the form of a simple or weighted sum of local criteria, and it is determined by the following formula:

$$R_j = \sum_{i=1}^m K_i X_{ij}$$

The coefficient percentage of the importance of the criteria determined by the K_i -expert method;

R_j - rating number of the j -enterprise (integral criteria)

The distance calculation method is based on vector-matrix algebra and includes a special type of measurement that describes the distance between the analyzed objects. If we take as ideal the value of the indicator actually achieved in the competition from the most successful competitor, then the value of the integral criterion can be calculated using the following formula:

$$R_j = \sqrt{\sum_{i=1}^m (1 - X_{ij})^2}$$

R_j - rating number of the j -enterprise (integral criteria)

X_{ij} is the standardized i -coefficient of competitiveness

(2) The rating number, defined as the square root of the sum of squared differences, can be modified by applying the expert weight coefficients of the indicators:

$$R_j = \sqrt{\sum_{i=1}^m K_i (1 - X_{ij})^2}$$

also, the calculation is calculated from the starting point, not from the benchmark enterprise:

$$R_j = \sqrt{\sum_{i=1}^m K_i X_{ij}^2}$$

This proposed approach to rating evaluation allows to determine growth reserves by assessing the real situation of the company's competitiveness in terms of all parameters.

The matrix method of determining the competitiveness of enterprises developed by the Boston consulting group is based on the analysis of the competitiveness of the enterprise taking into account the life cycle of the product (service). The essence of the assessment is to analyze the matrix built on the principle of the coordinate system: the rate of growth (decrease) in the number of sales on a horizontal-linear scale; the relative share of the vertical-product (service) in the market. Companies with a significant market share in a fast-growing market are the most competitive. Advantages of the method: in the presence of reliable data on the volume of sales, this method allows to ensure high representativeness of the assessment. Disadvantages of the method: it excludes the analysis of the causes of what is happening and complicates the development of management decisions.

There are three potentially successful key strategic approaches in terms of countering competitive forces and achieving better performance relative to other firms in the industry:[2]

1. Absolute cost leadership.
2. Differentiation.
3. Focus.

Results. The competitiveness of the enterprise can be determined depending on the dynamics of the integral indicator of the enterprise's competitiveness, taking into account the change in the share of sales of each of the enterprise's goods on the market and the change in their share in the enterprise's sales volume.

If the enterprise puts one product on the market, then the dynamics of the product's competitiveness and the dynamics of the enterprise's competitiveness match. The enterprise occupies the market share that the manufactured product occupies. A change in market share indicates a change in the company's competitiveness.

It is possible to assess the competitiveness of the enterprise in terms of production profitability. In practice, it is sometimes difficult to determine the market share of a product. In such cases, we offer the second method: the competitiveness of the enterprise can be assessed by its production profitability, which can be determined by comparing it with the average industry profitability.

For example, if the profitability of the enterprise decreased due to the increase in electricity or transport tariffs, but if the increase in electricity or transport tariffs had an equal impact on the profitability of all enterprises in the entire network, this is not considered a factor that reduces the competitiveness of the enterprise. Only by comparing the profitability of the enterprise with the average profitability of the industry can you get the true characteristics of the competitiveness of the enterprise. In this case, there are several options:

- if the profitability of the enterprise is higher than the average profitability of the industry, then its competitiveness is higher than the average profitability of the industry;
- if the profitability of the enterprise is equal to the average profitability of the industry, then its competitiveness is at an average level among the enterprises of the industry;
- if the profitability of the enterprise is lower than the average profitability of the industry, then its competitiveness is lower than the average profitability of the industry;
- if the profitability of the enterprise is equal to zero or negative, such an enterprise is not considered competitive. Of course, the company can still hold market share for some time, but it will lose the opportunity to develop independently, to move forward as the market demands. Therefore, an enterprise operating at a loss is not considered competitive.

The methods we offer can be used in individual enterprises taking into account the market situation. With their help, investors and enterprise managers can find out how the competitiveness of the enterprise changes during the period of interest to them, as

well as constantly take into account the efficiency of their enterprises and enterprises operating in the market.

We used the developed methods to evaluate the competitiveness of “BEK TEXTILE SERVICE” limited liability company. This company has been operating in the market since 2013. The main activity is the production and sale of clothing. (Table 1)

Table 1. Market shares of the products produced in "BEK TEXTILE SERVICE" limited liability company and the share in the sales volume of the enterprise (%) [19]

Years	Men's jacket.		Men's jacket.		Men's shirt.		Women's shirt	
	market share	share of enterprise sales volume	market share	share of enterprise sales volume	market share	share of enterprise sales volume	market share	share of enterprise sales volume
2018	1	15	3	15	10	21	2	10
2019	2	18	3	13	19	18	3	11
2020	11	18	3	16	23	20	3	11
2021	3	20	3	17	25	19	3	10
2022	4	20	3	17	28	16	4	12

The product nomenclature of "BEK TEXTILE SERVICE" limited liability company is as follows:

1. Men's jacket.
2. Men's jacket.
3. Men's shirt.
4. Women's shirt

The results of evaluating the competitiveness of the enterprise using the dynamics of its integral indicator are presented in Table 2.

Based on the results presented in table 2.4, it can be concluded that "BEK TEXTILE SERVICE" limited liability company has a positive dynamic of competitiveness growth.

Analysis of the theoretical foundations of enterprise competitiveness allows us to draw the following conclusions:

- there are many factors affecting the competitiveness of the enterprise, but the main factor directly related to the competitiveness of the enterprise is the employees;
- employees play a special role: on the one hand, employees are a necessary resource of the enterprise, on the other hand, they work as an entity that effectively moves all factors of the enterprise's competitiveness, that is, employees are a factor that determines its competitiveness;
- the criterion of the enterprise's competitiveness is its market share;
- the assessment of the enterprise's competitiveness can be carried out taking into account the integral indicator of its competitiveness, which is determined based on the sum of the integral indicators of the goods, taking into account the market share of the goods and their share in the sales volume of the enterprise.

- it is possible to determine the competitiveness of the enterprise based on the comparative analysis of the profitability indicator of the enterprise and the average profitability indicator of the industry.

Table 2. Calculating the dynamics of competitiveness in "BEK TEXTILE SERVICE" limited liability company based on integral indicators[19].

№	commodity positions	Indicators by years														
		2018			2019			2020			2021			2022		
		ΔTR	ΔTV	I_{RAQ}^T	ΔTR	ΔTV	I_{RAQ}^T	ΔTR	ΔTV	I_{RAQ}^T	ΔTR	ΔTV	I_{RAQ}^T	ΔTR	ΔTV	I_{RAQ}^T
1		2		3			4			5			6			
Men's jacket.	1	15	0,0015	2	18	0,0032	11	18	0,0033	3	20	0,0072	4	20	0,0095	
Men's jacket.	3	15	0,0225	3	13	0,0182	3	16	0,0272	3	17	0,0391	3	17	0,048	
Men's shirt.	10	21	0,042	19	18	0,0342	23	20	0,046	25	19	0,0475	28	16	0,0368	
Women's shirt	2	10	0,0272	3	11	0,0399	3	11	0,0384	3	10	0,0522	4	12	0,063	
I_{RAQ}^P			0,068			0,121			0,1382			0,1466			0,1607	
K_{RAQ}^D			—			0,7794			0,1421			0,0608			0,0962	
R			15,8			16,2			17,8			18,4			19,9	
Ro			19,6			29,4			21,1			25			24,2	

Note:

ΔTR is the market share of the product

ΔTV - the share of the goods in the sales volume of the enterprise;

I_{RAQ}^T — integral indicators of product competitiveness;

I_{RAQ}^P — integrated indicators of the enterprise's competitiveness;

K_{RAQ}^D — coefficient of enterprise competitiveness dynamics;

R - profitability index of "BEK TEXTILE SERVICE" limited liability company;

Ro is the indicator of the average profitability of the industry in the Republic.

Table 3. Profitability indicators.

Profitability indicators of industrial sectors in the Republic of Uzbekistan[20] (billion soums)					
Years	2018	2019	2020	2021	2022
net profit	7 950,5	20 642,4	20 425,5	29 861,0	33 534,5
production costs	40 478,1	70 128,0	96 531,9	119 537,1	138 553,4
profitability indicators are in %	19.6	29.4	21.1	25	24,2
Profitability index of "BEK TEXTILE SERVICE" limited liability company (thousand soums) [19]					
net profit	595347,6	662549,5	834657,9	918642,6	1018374,8
production costs	94 064,9	107 333,01	148 569,1	169 030,2	202425,1
profitability indicators are in %	15,8	16,2	17,8	18.4	19,9

Conclusions. Based on the above, the following conclusions can be drawn:

A set of competitiveness criteria includes the construction of a simple or weighted integral criterion of local criteria if they satisfy certain multiplicity conditions. The disadvantages of this method include the presence of uncertain compensations for the values of the criteria.

The competitiveness of the enterprise can be determined depending on the dynamics of the integral indicator of the enterprise's competitiveness, taking into account the change in the share of sales of each of the enterprise's goods on the market and the change in their share in the enterprise's sales volume. If the enterprise puts one product on the market, then the dynamics of the product's competitiveness and the dynamics of the enterprise's competitiveness match. The enterprise occupies the market share that the manufactured product occupies. A change in market share indicates a change in the company's competitiveness.

It is possible to assess the competitiveness of the enterprise in terms of production profitability. In practice, it is sometimes difficult to determine the market share of a product. In such cases, we offer the second method: the competitiveness of the enterprise can be assessed by its production profitability, which can be determined by comparing it with the average industry profitability. The assessment of the competitiveness of the enterprise can be carried out taking into account the integral indicator of its competitiveness, which is determined based on the sum of the integral indicators of the goods, taking into account the market share of the goods and their share in the sales volume of the enterprise. It is possible to determine the competitiveness of the enterprise based on the comparative analysis of the profitability indicator of the enterprise and the average profitability indicator of the industry. If we analyze the profitability indicators of industrial sectors in the Republic of Uzbekistan, it can be seen that the level of profitability of the industrial sector is increasing year by year. It can be seen that the profitability growth of the company we are analyzing is lower than the profitability indicators of the branch enterprises. Accordingly, we can see that the competitiveness of "BEK TEXTILE SERVIS" LLC, which we studied, is increasing year by year, despite the fact that it is lower than the average indicator of industry enterprises.

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