
Management of the Competitiveness of Enterprises in the Aluminum Industry

Nizomiddinov Jahonmirzo Zukhriddin oglu

Tashkent State Economic University, Faculty of Finance and Accounting, 3rd year student of group BR-54

Abstract: The high competitiveness of the enterprise is, in fact, the guarantor of successful business, high profits in market conditions. Therefore, any enterprise, in order to maintain its competitive position, must constantly work to find new management tools that allow the enterprise to work effectively in the long term. In this regard, any organization always faces the problem of finding such means and methods that could provide the enterprise with the opportunity to form new competitive advantages in an unstable market.

Keywords: enterprise competitiveness, socio-economic development, analysis of the market situation, effective management schemes.

Relevance of the topic: The relevance and scientific significance of this study is confirmed by the level of socio-economic development of Uzbekistan and increasing competition in the market for goods and services. On the one hand, it contributes to a more efficient use of the available material, financial and human resources of enterprises, to a more complete satisfaction of needs, and on the other hand, it forces the subjects of competitive relations to experience tremendous pressure from more successful business units of the market. At the same time, competition is the foundation for the development of a successful business, the basis for the formation and manifestation of the competitiveness of both a product or service, and the company that produces it. Therefore, the creation of a successful, competitive enterprise in such a situation is a significant and urgent problem for management, requiring special knowledge and skills for doing business in such conditions to solve it. First of all, it is necessary to have the ability to analyze the market situation and assess your capabilities, your reserves.

The need to identify reserves of enterprise competitiveness is due to a number of reasons:

- Firstly, competitiveness is a dynamic indicator, depending on the market situation. Therefore, the strategic goals of the company and its tasks should always be correlated with the market situation and its capabilities;
- secondly, being in a competitive market environment, it is necessary to constantly evaluate your competitive positions and compare them with the positions of real competitors;
- Thirdly, the integration of an enterprise into the global division of labor is possible only with a certain level of competitiveness.

All of the above stimulates each enterprise to assess the level of its competitiveness, look for reserves to increase it and identify more effective management schemes. This justifies the choice of the research topic and its relevance.

An analysis of the market situation and an objective assessment of the position of the enterprise and its competitive advantages in the market, the identification of weaknesses in production activities will make it possible to provide and make effective management decisions aimed at increasing its competitiveness.

The purpose of the study was to develop directions for improving the enterprise competitiveness management system based on the analysis and study of the theoretical aspects of competitiveness.

In accordance with the goal of the work, the following tasks are solved that determine the structure of the work:

- to study the impact of the competitiveness of the enterprise on its development in a market economy;
- to analyze the competitive position of the enterprise in the conditions of the market of aluminum profiles and identify the reserves of the enterprise, the use of which can lead to an increase in its competitiveness;
- Develop recommendations aimed at improving the competitiveness of the enterprise.

The object of the study is industrial enterprises operating in the competitive markets of aluminum profiles.

The subject of the study is the competitiveness of the enterprise and the reserves for its increase.

The hypothesis of the study is that the competitiveness of an enterprise in the modern conditions of the digital economy can be increased if:

- implement a balanced scorecard as a digital controller with feedback, which includes a set of performance evaluation tools that, by constantly comparing controlled indicators with the standard value, provide the ability to make adjustments if necessary;
- To systematize, classify and integrate a set of financial and non-financial indicators, taking into account the cause-and-effect relationships between the performance indicators and the factors under the influence of which they are formed in order to provide the possibility of detailed monitoring of the activities of an economic entity as part of the strategic development of its competitiveness.

The theoretical significance of the study is to clarify the economic concept of "competitiveness" of an enterprise in a digital economy.

The practical significance of the study consists of recommendations of an applied nature aimed at improving the efficiency of using the reserves to increase the competitiveness of an enterprise.

Research methods: methods of economic, statistical structural-functional and comparative analysis, as well as methods of observation, coefficient analysis, expert evaluation and grouping, forecasting and modeling, graphic visualization.

The scientific novelty of the research lies in the development of a set of guidelines and directions focused on the growth of the competitiveness of the enterprise.

The main results of the dissertation research, which determine the scientific novelty, include the following:

- ✓ a refined description of the concept of "competitiveness of an enterprise" is proposed, the economic essence of which is the ability of an enterprise to produce and sell its products,

the competitiveness of which is ensured by production efficiency. To improve production efficiency, it is necessary to improve the technological process, improve the quality of products, thereby increasing the loyalty of product consumers, have qualified personnel, a system of employee motivation, systematically and systematically reduce production costs;

- ✓ a causal relationship has been identified between the indicators of the competitiveness of an enterprise in a digital economy and the factors under the influence of which they are formed and the integration of financial and non-financial indicators that determine the four strategic directions of the functioning of an economic entity for the considered time period is justified: finances, customers, internal business processes, development;
- ✓ a strategic map for the development of the competitiveness of an enterprise has been developed, in which strategic development prospects, cause-and-effect relationships are connected in a single chain of value formation, ensuring the integration of the assessed group of indicators and determining the sequence of transitions from one level of economic management to another, allowing to assess how the lower goals and objectives provide solution of higher goals and objectives of increasing competitiveness;
- ✓ a model for monitoring the performance indicators of an enterprise in a competitive market is proposed based on the integration of the methods of a balanced scorecard and information technologies, which make it possible to implement the functions of a digital controller of indicators of the competitiveness of an enterprise in the dynamics of development;
- ✓ it is shown that the reserves, as the unused potential of the enterprise, are factors in increasing its competitiveness;

Conclusion

During the study of issues related to the competitiveness of the enterprise, the factors that increase it were substantiated, the reserves of the enterprise were identified, thanks to the use of which it is possible to increase the competitiveness indicators, it was proposed to use a balanced scorecard to improve the efficiency of the enterprise, a flexible system of remuneration of personnel was developed, taking into account the results of work and contributing to revitalization of innovative activity of managers and specialists.

The concept of competitiveness is defined, which reflects its essence - the ability to produce and sell its products. It is noted that competitiveness is ensured by production efficiency. Inefficient production cannot produce products that are in demand. To improve production efficiency; it is necessary to introduce a strategic management tool, a balanced scorecard and improve the technological process, have qualified personnel, a system of employee motivation, and systematically and systematically reduce production costs.

Some reserves of the enterprise have been identified, the use of which can increase the level of its competitiveness. These include: the development of innovative activity of employees, the improvement of the system of remuneration of managers and specialists, the development of quality management. The introduction of a balanced scorecard will allow to systematize the processes of managing the enterprise's activities on the basis of system monitoring of controlled indicators in the context of the evaluated groups: finance, processes, customers, development.

The proposed innovations of the balanced scorecard system and a set of author's models, including a system monitoring model that implements the functions of a digital feedback controller, will allow the enterprise to reduce production costs, which will undoubtedly

strengthen its competitive position due to the variation in the price of goods. This, in turn, will provide an opportunity to expand the product sales market. This will increase its financial stability.

The proposed wage system can serve as a high motivational factor for increasing the innovative activity of employees. In addition, the proposed system will help create a team of like-minded people who clearly know the goals and objectives and prospects. Here it is also proposed to use standard indicators of profitability, which also mobilizes the team to achieve them.

List of used literature.

1. Abramov, V.S. Strategic management in 2 parts. Part 1. Essence and content: textbook and workshop for universities / V.S. Abramov, S. V. Abramov; edited by V.S. Abramov. - Moscow: Yurayt Publishing House, 2020. - 270 p.- (Higher education). - ISBN 978-5-9916-7127-9. - Text: electronic // EBS Yurayt [website]. - URL: <https://urait.ru/bcode/450981> (date of access: 11/14/2020).
2. Antokhonova I.V. Conceptual approaches to the use of a balanced scorecard at the regional level / In the collection: Russia: Trends and Prospects for Development. Yearbook. Managing Editor V.I. Gerasimov. 2019, pp. 739-741.
3. Baumgarten L.V. Analysis of methods for determining the competitiveness of an organization and products. // Marketing in Russia and abroad. 2016. No. 4. - p. 41.
4. Belousov VL Evaluation of the competitiveness of the company (on the example of OOO "Kaskad"). // Marketing in Russia and abroad. 2017. No. 6. - p. 19.
5. Bely E., Barashkov S. Competitiveness and product quality: two levels of management. // Marketing. 2018. No. 7. - p. 52.
6. Danilin O. Principles for the development of key performance indicators (KPI) for industrial enterprises and the practice of their application // Company Management, No. 2, 2020.
7. Vikhlyanskaya M.A. Factors of competitiveness of an enterprise and reserves for its increase // Proceedings of the XVIII International Scientific and Practical Conference "Tatishchev Readings: Actual Problems of Science and Practice" // Actual Problems of Socio-Economic Development. Actual problems of informatization of science and production. In 3 volumes. Volume 1. - Tolyatti: Volga University named after V.N. Tatishchev, 2021. - 302 p. (p.14-18)
8. Glushchenko A.V. Strategic accounting: textbook and workshop for universities / A. V. Glushchenko, I. V. Yarkova. Moscow: Yurayt Publishing House, 2020. - 240 p. - (Higher education). ISBN 978-5-534-05061-5. - URL: <https://urait.ru/bcode/454422>.