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## THE IMPACT OF STRATEGIC MARKETING ON ENTERPRISE COMPETITIVENESS

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**Abstract.** Today, the problem of the enterprise's competitiveness is more urgent than ever for the national economy and for its economic entities - enterprises. It is important to determine what extent the enterprise is competitive with other entities in this market, since a high degree of competitiveness is a guarantee of obtaining high economic indicators in the current market conditions, and have a strategic goal of achieving a level that would help it survive in a tough competitive environment. In this regard, the article describes the role of marketing strategy in the development of the enterprise and outlines the main problems associated with the competitiveness of the enterprise. The external and internal factors that are the most popular among modern economists are considered. The modern competitive environment is a complex and dynamically changing system, which necessitates the continuous improvement of methods for managing the competitiveness of enterprises. In this paper, we also discuss in detail the basic concepts of strategic marketing and its use to enhance the competitiveness of the enterprise and the country as a whole. In this regard, the main functions and tasks of strategic marketing are researched and a system of interethnic relations between models of strategic marketing and enterprise competitiveness is proposed. The proposed system allows classifying the methods of quantitative solution to ensure competitiveness. The main points of how a marketing strategy should be carried out are also given.

**Keywords:** competitiveness; marketing strategy; planning; market conditions.

Nowadays, the problem of the enterprise's competitiveness is more urgent than ever for the national economy and for its economic entities-enterprises. It is very important to know to what extent the enterprise is competitive with other entities in this market, since a high degree of competitiveness is a guarantee of obtaining high economic indicators in the current market conditions and have a strategic goal of achieving a level that would help it survive in a highly competitive struggle.

Important thing is the consideration of the nature of the factors that generate the country's competitiveness. At first, these factors were associated with the activities of enterprises, and the country's competitiveness was considered as an integral indicator that synthesizes the parameters of competitiveness of national enterprises and their products. Further competitiveness of the country began to be interpreted as the ability of the country to form and maintain an environment that helps enterprises create value added, and citizens – to improve their well-being.

The modern competitive environment is a complex and dynamically changing system, which necessitates the continuous improvement of methods and methods for managing the competitiveness of enterprises. Studies show that the competitiveness of enterprises has a significant impact of the scientific and technological level and the degree of perfection of modern information technologies in production, the use of the latest inventions and discoveries, the introduction of modern means of computerization of production and other factors like the macro environment and the microenvironment.

To determine the current state of competition in the market, you can use the Herfindahl-Hirschman index. The Herfindahl-Hirschman Index (HHI) is the most popular among modern economists. It is determined by the following formula, as the sum of the squares of the shares of all firms operating in the market.

$$HHI = S_1^2 + S_2^2 + \dots + S_n^2,$$

where  $S_1, S_2$  – expressed as a percentage of the share of sales of firms in the industry, defined as the ratio of sales to the volume of all sales of the industry.

The Herfindahl-Hirschman HHI index varies within  $n < HHI < 1$ , where  $n$  is the number of firms operating in the industry. From the basic properties of the index it should be concluded that the smaller the index, the lower the concentration of companies in the market [4].

Competitiveness of the enterprise is a multifaceted concept, and includes qualitative and price parameters of industrial products and depends on the level of management, the existing management system of financial flows, the innovation and investment component of its activities. In addition, competitiveness is affected by:

- market conjuncture, emerging in the market,
- the level of competition affecting the enterprise from other market participants,
- the level of technical equipment,
- the level of innovation.

Competitiveness can also be affected by the motivation and qualifications of the personnel, financial stability of the enterprise.

Since the classification of competitiveness factors of an enterprise is quite broad, we will consider the most important classification of them. The set of factors that affect competitiveness can be conditionally divided into external and internal ones, since any enterprise is influenced by factors that arise when a subject of the economy contacts the management task, or when solving a problem.

Internal factors are the criteria that determine the ability of an enterprise to ensure competitiveness.

Internal factors include:

- production and technological potential;
- activity of marketing services;
- scientific and technical potential;
- financial and economic potential;
- human resources (structure, professionally qualified staff);
- effectiveness in promoting sales and advertising;
- level of material and technical support;
- preparation and development of production processes;
- selection of the optimal production technology;
- effectiveness of production control, testing, surveys;
- level of service and warranty service.

External factors are social, economic and organizational interactions that allow an enterprise to create products that are more attractive for price and non-price characteristics.

External factors include:

- measures of state impact of an economic nature, of an administrative nature;
- the main characteristics of the market and the activities of this enterprise.

Studying consumers and competitors, as well as competitive conditions, allows an enterprise to determine its advantages and disadvantages to competitors in order to support competitive advantages.

Competitive advantage is the characteristics that create for the firm a certain superiority over direct competitors. The main efforts of enterprises are always aimed at creating and retaining competitive advantages (that is, increasing its competitiveness). Ultimately, the profitability of the company is a consequence of its competitiveness in the market.

External competitive advantages increase the market power of the firm in such a way that it can cause the market to accept the price of sales higher than that of competitors that do not provide the corresponding distinctive qualities of the product. Internal advantages result from higher productivity (internal efficiency of the company), which provides the company with greater profitability and greater resistance to lower prices for sales, imposed by the market or competition [3].

In addition, competitive advantages can be divided into long-term and short-term.

Other things being equal, the marketing component of the enterprise's competitiveness becomes the most important. Marketing is focused on identifying the most significant customer needs, taking into account changes in consumer preferences, assessing the prospects of market segments, developing and implementing effective strategies to increase competitiveness.

Competition simultaneously is both a factor and a consequence of the marketing activities of various companies: competition forces us to create marketing services in companies; in their attempts to influence the market, they intensify competition, which in turn activates brand marketing. Marketing perceives competition as an environment, natural and necessary for the functioning and development of the market.

A marketing strategy is a set of long-term decisions on how to meet the needs of existing and potential customers of the company through the use of its internal resources and external capabilities.

The term "strategic marketing" was first introduced by the American company "DuPont" and it implied the organization of marketing activities with an orientation not to the product or service being produced, but to a potential consumer, a predetermined segment of the market. To date, there are many definitions of strategic marketing.

Marketing strategy is a modern marketing based on a certain vision by the company of the surrounding world and its role in it, on the principles of globalism, innovation, integration, preference for structural studies of market needs and monitoring of the environment, and active use of public relations. In a targeted way, it is aimed at balancing, harmonizing the interests of the firm, consumers and society as a whole, the partnership of all participants in the market exchange relationship and ensuring the creation of goods and services of higher value than competitors.

The marketing strategy is:

- means of achieving the goal;
- the general strategic direction of the enterprise, with which all aspects of the marketing plan must be linked;
- a set of decisions of the organization regarding the choice of the target market and product for the market;
- optimal product management and optimal allocation of resources;
- on the one hand, a combination of resources and skills of the organization, and on the other hand, the opportunities for risk arising from the environment, in which the main objectives are achieved;
- monitoring of external and internal environment, monitoring of competitors and markets;
- orientation to promising innovations, know-how, etc.

The company's marketing strategy is usually fixed in a document that has the same name or the name "marketing policy".

The marketing strategy is developed as an integral part of the company's overall development strategy.

The implementation of an effective marketing strategy is significantly influenced by technological innovation. Deep study of the analytical paradigm in the application of economic and mathematical methods allows us to state its logical transition to a qualitatively new phase, which can be interpreted as a technological paradigm associated with the development of computer technology.

The main goal of strategic marketing is to increase the competitiveness of the enterprise.

The main tasks of strategic marketing, in accordance with this goal, are:

- analysis: market conditions; needs and demand; enterprise portfolio; competitiveness of goods and enterprises; influence of environmental factors; strengths and weaknesses of the enterprise;
- forecasting: the capacity of markets and market segments; trends in market conditions; new needs and new ways to meet them; dynamics of sales by competitors; industry costs and prices; changes in the macro environment of marketing;
- segmentation and selection of target markets;
- formulation of strategic goals;
- development of strategies: basic; competition; alternative; increase the competitiveness of goods, enterprises; pricing;
- strategic planning: marketing research; in the field of commodity policy; distribution of goods; communications; service and maintenance of goods;
- making strategic decisions on the marketing mix;
- control and analysis of the implementation of plans [1].

Having studied the main functions and tasks of strategic marketing, a conceptual system of interrelation between models of strategic marketing and enterprise competitiveness is proposed.

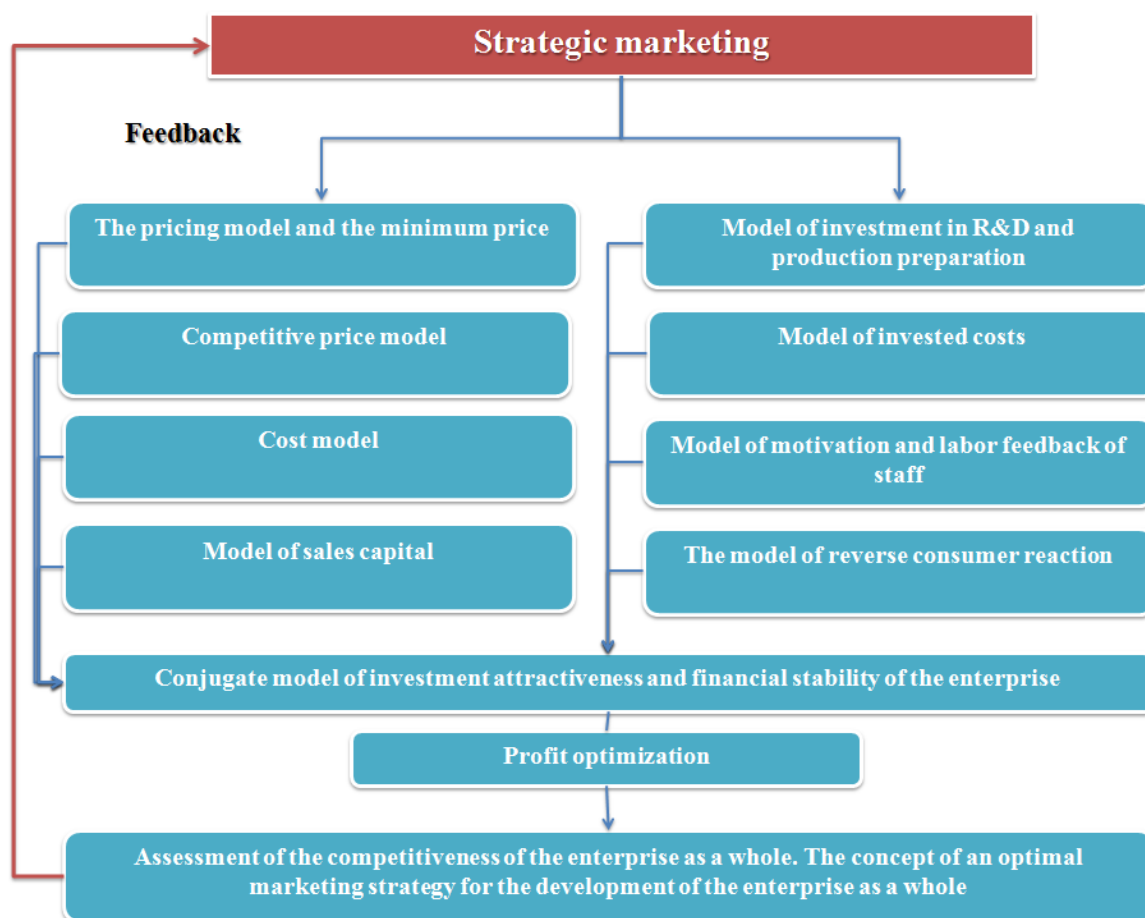


Fig. 1. The conceptual system of interrelation between models of strategic marketing and enterprise competitiveness [3]

The proposed system in Scheme 1 allows us to classify quantitative solution methods to ensure the competitiveness of an enterprise:

- determine correctly the price in the market;
- identify timely the situation for further investment;
- do not maximize profits, but provide a sufficient amount of added value.

Planning a marketing strategy should:

- base on an assessment of the prospects for policy and technology;
- take into account the external conjuncture so that from a narrow orientation to a global one;
- rely on modern methods of forecasting and analysis, helping to track new trends. In Uzbekistan, it is necessary to start by analyzing the strengths and weaknesses of an enterprise, rather than setting goals;

– act as an initial management function and an important task of the company's management in order to present its position in the future in the competitive environment and optimize it, if it is possible.

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