

Резервы конкурентоспособности организации

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Аннотация. В этой статье рассматривается классификация резервов повышения конкурентоспособности предприятия.

Ключевые слова: резервы, конкурентоспособность.

Reserves of competitiveness of the organization

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Abstract: this article discusses the classification of reserves to improve the competitiveness of the enterprise.

Key words: reserves, competitiveness

The reserves for improving the competitiveness of an organization are untapped opportunities for the development of business entities by the most efficient economic methods. Reserves of competitiveness should not be mixed with reserves as stocks of inventory items necessary for the production of competitive products. It is possible to allocate five integrated groups of reserves of competitiveness of the organization:

1. reserves of use of the market situation;
2. reserves of use of the organizational capacity of the organization;
3. reserves of use of production and technological potential of the organization;
4. reserves of use of the financial and economic potential of the organization;
5. reserves of use of personnel potential of the organization.

The group of reserves of the market situation includes reserves related to the extent to which the organization effectively and fully uses the formal rules of activity

established by the state. For an organization to function effectively, it is also important to determine the target market for its activities based on an analysis of relevant indicators of the markets or their segments, where it can provide itself with the highest profitability and on which it will orient the production program.

In modern conditions, when sectoral markets are divided among the participants, the most interesting is the study of individual segments and the identification of competitiveness reserves due to a clear target orientation of production to the requirements of specific consumers. Along with the correct choice of the target market and its segment, it is important to assess the conditions of activity in this market. The associated reserves of an organization's competitiveness can be identified in the preparation of objective forecasts of economic, political, technical and technological conditions, allowing to identify and extrapolate trends in demand, competition and profitability.

This group of reserves for the use of the market situation also includes reserves, depending on how effectively organizations use the opportunities to increase their competitiveness by maximizing the formal rules of activity established by the state. These are reserves:

1. associated with the introduction of various tax incentives for certain areas of activity;
2. reserves of using the system of state subsidies, subsidies, investments, loans; insurance activities;
3. reserves arising from the implementation of state programs to improve the competitiveness of organizations;
4. reserves of competent accounting and use of the legislative and regulatory framework of management.

The group includes the reserves of competitiveness associated with the use of the organizational potential of the organization.

The reserves of using the scientific and technical potential of an organization are realized through:

1. raising the level of patent and legal work;
2. providing technical, economic and quality indicators that determine the priority of the organization's products on the market;
3. change the quality of the product, its technical and economic parameters in order to take into account the requirements of the consumer and his specific requests;
4. increased attention to product reliability;
5. identify and ensure the benefits of the product compared to its substitutes;
6. identifying the advantages and disadvantages of analog products produced by competitors and the corresponding use of these results in their organization;
7. study of the activities of competitors to improve similar products with which they act on the market, and the development of measures that give advantages over competitors;
8. determination of possible modifications of the product by improving the quality characteristics, such as, for example, durability, reliability, economy in operation, improvement of the external design (design);
9. finding and using possible priority applications for products, especially new ones.

This group of reserves includes reserves for increasing the effectiveness of advertising. Advertising should be considered as an integral part of the large organic unity of society and the business system. Closely related to the reserves of advertising reserves are certification. The certificate acts as one of the methods of competition, especially if it is issued by a prestigious, world-famous certification center.

Recently, reserves of increasing competitiveness at the stage of product exploitation are acquiring great importance, since these reserves are associated with the expansion of the network of post-production, service and warranty maintenance of their products by manufacturing enterprises; increase in volume and terms of guarantee and service, etc.

For the third group of reserves to improve the competitiveness of the organization is characterized by the use of reserves of production and technological potential of the organization. If we consider this group of reserves in more detail, we can distinguish the following elements in it:

1. reserves of use of fixed assets (reserves of use of production areas, fund the time of operation of equipment, tools and accessories);
2. reserves for updating the structure of fixed assets;
3. reserves of improvement of production technology (reserves of improvement of technological continuity, intensification of technological processes, reduction of technological preparation of production);
4. reserves to improve the logistics of production;
5. reserves of improvement of installation, commissioning and loading and unloading operations and transport services.

The fourth group of reserves to improve the competitiveness of the organization - the reserves of its financial and economic potential. The following groups of reserves are included in this group:

1. reserves of financial stability of the organization (reserves of use of own capital, reserves of attraction of borrowed capital);
2. reserves of investment attractiveness of the organization;
3. reserves of use of price factors to improve competitiveness, including those used by competing firms (discounts from prices, terms and volumes of guarantees).

The fifth group of reserves to improve the competitiveness of the organization - the reserves of its human resources. Despite the importance of all the above groups of reserves, a special role at the present stage of industrial production development should be given to this group of competitiveness reserves. This fact is explained by the fact that the technical and economic development of an organization in the modern rapidly changing technological world largely depends on the quality of its workforce and investment in human capital in order to improve this quality and

increase people's interest in creativity, innovation and adaptation to new technologies.

Among the main reserves of this group are:

1. reserves to reduce the loss of working time (reduction of whole-day loss of working time; reduction internal loss of working time);
2. reserves for staff development;
3. reserves to increase the creative activity of personnel.

The considered classification of reserves for increasing the competitiveness of an industrial organization is enlarged. It can be detailed depending on the specific market conditions and peculiarities of the activity of the subject of the economy.

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