



ISSUES OF APPLICATION OF COMPETITIVE STRATEGIES IN TEXTILE ENTERPRISES

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Article history:	Abstract:
Received: 11 th October 2021 Accepted: 12 th November 2021 Published: 30 th December 2021	The article proposes proposals for ensuring competitive advantages in textile enterprises and developing competitive strategies. The essence of the concepts of competition, competitiveness is determined. and the management of the competitiveness of textile enterprises. The process of choosing competitive strategies is described.
Keywords: Competition, competitiveness, competitiveness management, competitive advantages, competitiveness factors, strategies	

Ensuring competitiveness in the textile industry is one of the most important issues today. As a result, it is necessary to assess the competitive advantages of textile enterprises. The results of the analysis of the economic situation of the textile industry in the republic show that in order to ensure sustainable development, it is necessary to have competitive advantages and their constant development. Therefore, in order to have a competitive advantage, it is necessary to choose strategies and apply them effectively.

Market development will not only increase competitiveness even further, but will also determine that its influence will constantly increase. Modern marketing concepts have shaped theories of not only countering the factors of competition, but also limiting the causes and relationships that cause these factors, and have become a central issue in modern marketing concepts such as educating the consumer in advance and thus ensuring competitiveness. There have been many studies in this regard, and as a first study, W. Shaw emphasized the need for enterprises to focus on marketing as a key way to achieve long-term success and increase competitiveness.

In the 60s and 70s of the last century, global markets developed strategies to ensure the competitiveness of industrial enterprises while assessing the impact of emerging competitive forces and taking measures to protect against them.

In particular, M. Porter noted that strategies that create a sustainable competitive advantage are presented in three model forms:

- reducing the cost of production;
- product differentiation;
- location in a specific market segment.

Another method is to classify the benefits of the SPASE matrix. It is a valuable method for analyzing the competitive position of an enterprise. At the same time, the strategic position of an enterprise in the

industry is determined by financial stability, competitive advantage and external indicators, that is, the stability of the industry and the stability of external conditions.

The GE / McKinsey matrix (for portfolio analysis) is a multivariate approach to strategies based on portfolio structure in response to the BKG matrix.

In 1975, the British-Dutch company Shell developed and implemented a strategic analysis and plan for its model, which was called the "policy-oriented matrix". Its main idea is to analyze the current market situation and the development of the network situation in it. Shell / DRM model is similar to GE / McKinsey matrix. This model describes the general marketing strategy of the enterprise, and its essence lies in maintaining a balance between cash balances and their deficits through the constant use of new promising types of business based on the latest scientific and technical developments to cover the added value of enterprises. with mature maturity. Overall, the main idea behind the Shell / DRM model is to focus more on investments in high-yield areas of the business.

The implementation of a competitive strategy means tactical and operational management of measures to ensure the achievement of the strategic goals of competition. This process has a recurring frequency, with changes in the requirements of the external environment, changes in strategic goals, tactical and operational plans and more effective means of achieving them.

The implementation of a competitive strategy can be carried out in three stages in a logical sequence: the initial stage, the tactical and operational stage, and the final assessment stage.

A set of marketing activities is a system for managing the competitiveness of a construction company aimed at solving problems:



"What to build?", "For whom to build?", "How to implement?", "To whom to implement?".

The complex of marketing activities is of a managerial nature and is aimed at strengthening the position of the enterprise in a competitive environment, being a tool for managing competitiveness.

In our opinion, the competitiveness of any enterprise, including a textile one, includes three main components: the first is closely related to the product itself and is largely reduced to quality; the second is connected both with the economics of creating sales and service of products, and with the economic opportunities and limitations of the consumer; the third reflects everything that can be pleasant or unpleasant to the consumer as a buyer, as a person, as a member of a particular social group, etc.

In connection with the above, distinguish between external and internal competitiveness. The external competitiveness of a textile enterprise lies in its ability to outstrip, win the competition in the formation of effective relations between various economic entities (suppliers, customers, creditors).

The factors of indirect impact on external competitiveness, according to the marketing concept, include factors that cannot or almost cannot be influenced by a textile organization:

international, national, regional, market, casual. The factors of the direct impact on external competitiveness include the factors of the market environment, on the impact of which a textile organization can resist, can manage or actively adapt to their impact: suppliers of materials and structures, competitors, investors, customers, developers, transport organizations, the public.

Management of the competitiveness of a textile enterprise using marketing methods is a process that ensures the preservation of the parameters of competitiveness (external and internal, strategic and tactical), maintaining them in a state of targeted change in accordance with the objective laws of the formation and development of the market for supply of textile products.

The main criterion for choosing a strategy is based on the adaptation of its capabilities to specific market conditions. At the same time, it is necessary to choose the main strategies for ensuring the competitiveness of textile enterprises. Modern research shows that it is possible to combine several competitive strategies within one enterprise, which is also relatively effective in a number of situations.

Rapid sensitivity to changes in the market is a prerequisite for adapting a company's strategy to changing market conditions.

With the acceleration of scientific and technological progress, the role of technology not only as a factor of strategic competitive advantage, but also as a kind of barrier to market entry will increase. At the same time, the trend of economic globalization increases the priority of the technological boundaries of the market over geographic boundaries. Thus, the technology used can be considered, on the one hand, as production, on the other, as a market classifier. On the basis of such a classification, it is possible to single out technology-oriented enterprises, specific production and market criteria that have formed structural features, and as a result of their correct management, it is possible to achieve a synergistic effect in the form of a strategic competitive advantage.

When developing a strategy, a company must be able to accurately assess its position in a competitive market.

In a market segment, a leading enterprise seeks to gain a large market share, protect the market it occupies, and surround what it does not occupy by expanding its product range, improving its quality or reducing its price.

In the absence of guidance, it acts as follows:

- enter the competition directly on the basis of personal competitive advantage and pursue the leader;
- to take its place in the market due to weaknesses in the strategy of the leading enterprise;
- "attack" the leader and add new elements to the strategy.

However, the desire to be the first in all aspects of the competition, the pursuit of faster profits does not always lead to a positive result. Since in such situations the company may be forced to change a previously developed strategy of competition, chaos and deviations from general goals may arise in its activities.

One of the common disadvantages of the competition strategy development process is that the strategy often focuses on the performance of competing enterprises, ignoring the management characteristics of these enterprises, in particular the qualifications and experience of their leaders and employees. However, it should always be borne in mind that the level of knowledge, business approach, experience, abilities and other professional skills of a competitive enterprise manager determine many aspects of high sensitivity to market changes and effective responses. At the same time, the strategy of competition should consider not only the object of competition, but also its administrative apparatus as a competitor. It should also be borne in mind that the end result of the fight against competitors will be for consumers. Therefore, the main purpose of



competition is not to take action against competitors, but to attract consumers who use their services.

Here we look at the most widely used competition strategies in the textile industry.

1. Strategy to reduce the cost of the product. In this strategy, incentives for consumers are realized at the expense of significant cost savings.

2. Strategy for product differentiation. Differentiation is based on specialization to show specific improved product types. The demand for such services will grow, especially when consumers are not completely satisfied with a standard set of products. Often the most attractive differentiation method is to use methods that are different from those of the competition.

3. Market segmentation strategy. If the aforementioned competitive strategies are based on serving the entire market, the segmentation strategy will aim to provide a competitive advantage only in a specific segment, which is divided based on geographic, mental, behavioral or demographic principles. The main idea behind this strategy is that an enterprise can serve one target market segment more efficiently than competitors who direct their energy to the entire market. This provides a competitive advantage by better meeting product needs based on differentiation, or by lowering the cost of serving a selected segment.

4. Strategy for the implementation of innovations. The modern world experience of competition shows that most of the recently emerging monopolies are based on inventions, discoveries and other innovations that create a new market with broad opportunities and prospects for rapid growth.

5. Strategy of quick flexibility to market needs. At the same time, it is necessary to create a well-functioning system of feedback from the market so that the processes of production and sale of products are extremely flexible in accordance with market conditions. This strategy calls for high prices for scarce services and high margins due to high consumer interest in purchasing services.

Summarizing the above, it should be noted that the choice of a strategy that is more consistent with the characteristics of the enterprise and market development trends includes a number of processes:

— assessment of priorities and risks of the strategy;

— analysis of the correspondence of market conditions to real market conditions necessary for the implementation of the strategy;

— analysis of the compliance of the characteristics of the organization of production and management at the enterprise with the requirements.

An enterprise with a sustainable core business typically operates using one of the key competitive strategies listed above. However, this does not mean that it is impossible or dangerous to use two or more strategies. In addition, an analysis of practice shows that most modern enterprises belonging to different business areas use several approaches simultaneously for product groups, regions or their own periods of development.

Consequently, the strategic competitiveness of an enterprise means its ability to compete successfully using competitive advantages in certain markets.

According to the results of the analysis of the current situation in practice, the main directions of the development of the strategic competitive advantages of textile enterprises include: foreseeing the future needs of consumers of textile products; creating a favorable institutional environment; activation of innovative activity; intensification of marketing activities; improve the efficiency of the management system; improve the efficiency of the management system, the ability to respond in a timely manner to sudden changes in factors and working conditions; effective use of digitization technologies in all areas on a large scale.

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