

Methodological Foundations for Assessing Competitiveness

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Abstract: The need to manage the competitiveness of tourism industry enterprises is explained by the requirements that the new economic conditions impose on this area in the domestic and international markets, and its role in the market economy. For business activities in the field of tourism and hospitality, in most cases, a high degree of competition is characteristic. The degree of market development and the complexity of working on it are largely dictated by the peculiarities of the competitive environment.

Keywords: control, competitive, tourism and hospitality, management.

Analysis of competitive positions occupies one of the leading places in strategic management, since strategic decisions are made on its basis. The problem of assessing the competitiveness of business entities is complex and complex, since competition consists of various factors. Currently, the evaluation methodology has not been sufficiently developed for certain areas and sectors (especially service areas). The complexity of the competitiveness category determines different approaches to its assessment.

Among the main methodological approaches to analysis, the following stand out:

- horizontal analysis or trend analysis, in which the displays are compared with the same for other periods;
- vertical analysis, in which the structure of the display is studied by gradually falling into low - level details;
- Factor Analysis-Analysis of the influence of individual elements of competitive ability on the general economic indicators of the economic entity;
- Comparative analysis-comparison of the studied indicators with similar network averages or similar indicators of competitors.

As a rule, the following methods of assessing competitiveness are distinguished in the economic literature:

1. Assessment in terms of comparative advantage. Its essence lies in the fact that when costs are lower than competitors, production and sales are preferable. The advantage of the method is the simplicity of assessing the level of competitiveness by one criterion – the amount of costs.
2. Assessment from the point of view of equilibrium theory. The method is based on the market equilibrium, in which each factor is considered the same and at the same time with the highest efficiency. At the same time, the enterprise does not have additional income due to any production factors, and there is no incentive to improve factors. The main criterion is the presence of production factors that are not fully used. The advantage of this method is the ability to detect internal reserves.
3. Assessment based on competitive efficiency theory. Within the framework of this method, there are two approaches: structural (consisting of the organization of large-scale production, and the main criterion of competitive capacity is the concentration of production and capital) and functional (assessment is carried out on the basis of comparison of economic indicators, first of all, price, costs, profit level).

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4. Assessment based on product quality. It consists in comparing a number of product parameters that reflect consumer characteristics. The previous property of the method is the possibility of taking into account the wishes of consumers. Provides calculation of parametric indices (unit, aggregate, integral) that characterize competitiveness.
5. Requirements profile. The essence of the method is that with the help of the expert assessment scale, the level of advertising of the organization and the strongest competitor are determined. A comparison of profiles is used as a criterion, which is very clear.
6. Profile of polarities. The company provides for the identification of indicators that are ahead or behind competitors, i.e. strengths and weaknesses. A comparison of leading or delay parameters is used as a competitiveness criterion.
7. Matrix method. When using it, competitiveness is considered in dynamics. As a criterion, a comparison of the indicator with the value of the table is used.
8. SWOT analysis. A common method that allows you to analyze the strengths and weaknesses of the internal environment of the enterprise, the possible risks of the external environment and the available opportunities for development.
9. Building a hypothetical polygon of competitiveness provides graphical representation of the competitiveness indicators (at least 6) of several subjects. Each axis determines the value of the corresponding studied factor, the larger the area of the resulting Polygon, the higher the competitiveness of the enterprise. A polygon uses a certain measure measure, often as a point score. In one picture of the Polygon, it is possible to describe the indicators of competitiveness for different enterprises and make a comparative analysis of their competitiveness on various factors.

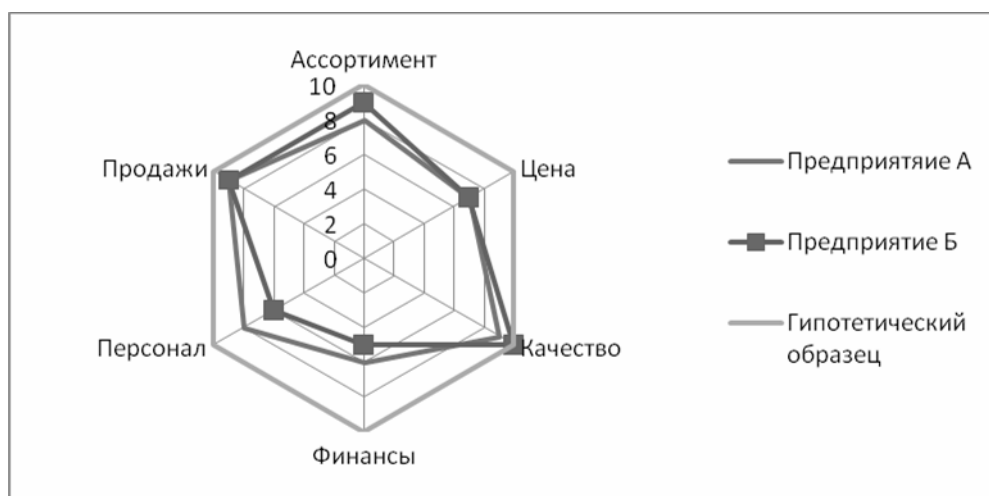


Figure 1. Competitiveness polygons of turindustrian enterprises

The competitiveness of the object is studied for a certain group of consumers, formed by the corresponding signs of the strategic segmentation of the market. The specific principles of assessing the competitiveness of certain objects are formulated taking into account the complexity, features and importance of the object in each individual case. For example, measuring the competitiveness of employees can be based on methods of mutual assessment. The competitiveness of the enterprise can be assessed on the basis of indicators of the competitiveness of the product (taking into account the importance of the markets in which they are sold) and the profitability of the organization.

The competitiveness of the enterprise has a significant impact on the competitiveness of high-level facilities (industry, country). The competitiveness of an industry can be measured on the basis of an assessment of competitiveness, for example, the top 30 subjects of the industry. The competitiveness of the country can be measured on the basis of the main indicators that determine the quality and effectiveness of the aurum sides of past, present and future activities.



For the calculation and analysis of competitiveness, preliminary data is collected, which must be brought into a comparable form on a number of factors, for example:

- time (the time for the implementation or investment of projects should be reduced to one period);
- possibility of obtaining information for decision making;
- terms of Use (use) of an object;
- inflation;
- Risk and uncertainty.

The stages of assessing the competitiveness of an object are as follows:

- 1) problem study;
- 2) study regulatory and methodological documents on assessment and other relevant issues;
- 3) study of the external environment and internal structure of the object of analysis;
- 4) study of market conditions, market parameters;
- 5) collect preliminary data to assess the competitiveness of the object;
- 6) bringing information into a comparable form;
- 7) development of evaluation technology;
- 8) analysis of data on competitiveness factors;
- 9) assessment of the competitiveness of the object;
- 10) Development of proposals for the formation of a program for improving the competitiveness of the object.

Taking into account the multi-level nature and interdependence of levels of competitiveness in the industry, the assessment of the competitiveness of economic entities should begin with the study of the competitiveness of products (services, goods).

Currently, many techniques are known that are designed to assess the competitiveness of products. They are based on one of three methods: Matrix, mixed, consumer interrogation.

The diversity of products and services in the industry significantly complicates the process of assessing their competitiveness and prioritizes sales opportunities. In this case, matrix methods can be used, the essence of which is to combine all products into groups.

The composition of the mixed method is differentiated and includes a complex. The differential method consists in directly comparing several single competitive indicators of a product or service with similar indicators of competitors. The complex method, as a rule, involves the determination of generalized quality and value indicators, taking into account their importance.

When choosing services and tourist products, customers of enterprises of the tourist industry attach great importance to unregulated quality indicators that do not have a physical measure and are difficult to quantify. Therefore, it is reasonable to use the consumer interrogation method to assess their competitiveness.

Methodology for analyzing the competitiveness of products (services) according to the polygon and expert method. The following procedure is offered:

- 1) A list of competitiveness indicators is established;
- 2) normative values of indicators of competitiveness of products are determined (selected);
- 3) the weight of the indicators of competitiveness of products is determined on the basis of the value of achieving them and their importance in ensuring competitiveness;



- 4) preliminary data on competitiveness indicators are collected and processed (priority competitor and analyzed);
- 5) Competitiveness Polygon is being built: outer circle – standards that increase by 20% (in the case of standard over execution), inner points in radial Rays – values that indicate the competitiveness of goods.

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