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Особенности формирования конкурентных
преимуществ продукции, изготовленной на
предприятиях регионов ЮФО и СКФО (сообщение 1)**

**Vareneva Yu.V., Korablina S.Yu., Prokhorov V.T., Osina T.M.
Features of formation of competitive advantages
of products manufactured at the enterprises of
regions of the SFD and NCFD (1 message)**

В сообщении 1 говорится о современных условиях рыночных отношений, конкурентной среды и непосредственного взаимодействия российских и зарубежных производителей решение проблемы сочетания государственных и рыночных механизмов управления конкурентоспособностью становится стратегическим ресурсом экономики регионов ЮФО и СКФО

In message 1 says about modern conditions of market relations, competitive environment and direct interaction between Russian and foreign manufacturers a solution to the problem of combining state and market mechanisms of management of competitiveness becomes a strategic resource of economy of regions of the SFD and NCFD

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The nature of new competition in modern world economy connected with globalization processes puts high demands to raise competitive capacity of goods and enterprises before producers. Increase of competitive capacity of goods and enterprises is one of the most important directions of real economic growth both in Russia and in regions of the Southern Federal District and North Caucasus Federal District that is represented in the program document, namely: in the development strategy of textile, clothing and footwear industry of Russia for the period until 2020.

In this regard the problem of competitive capacity of domestic footwear requires conceptual framework development of the theoretical and methodological and practical recommendations appropriate to the forthcoming changes in the organizational and economic mechanism of functioning of the national industrial system as a whole.

In the context of modern market relations, a competitive environment and direct interaction of the Russian and foreign producers the solution to the problem of a combination of the state and market mechanisms of management of competitive capacity becomes a strategic economic resource of the regions of the SFD and NCFD. In world economy the place of price competitiveness was taken by competitiveness of the quality levels which will increase the relevance with Russia's entry into the WTO. The growth of the quality factor of the activity results of domestic footwear production in the strategy of competitive struggle in the world markets is a long-term trend.

The problem of increase of competitive capacity is of great current interest for footwear factories which have lost their competitive positions on domestic and foreign markets due to some external factors (strengthening of the competition owing to globalization, world financial crisis) and internal factors (inefficient management). In response to negative processes in the external environment the processes of regionalization and creation of various network structures, one of which is the union of producers and the state, gain in strength.

Nowadays there is no commonly accepted estimation technique of the enterprise competitive capacity. The review of the existing approaches to the estimation of competitive capacity of enterprises allowed uniting them into the following groups.

The first group includes the approach of determination of the enterprise competitive capacity based on indication of competitive advantages. This approach arose with the emergence of strategic planning and development of the competitive theory. It permits carrying out the analysis of the found competitive advantages of the enterprise, but it doesn't give exact quantitative estimation results and therefore it can't be used for benchmarking study of the enterprises, for the analysis of the plan realization of competitive growth, for dynamics of the competitive capacity of enterprises.

The second group of scientists offers the competitive capacity estimation with use of polygonal profiles. It is based on the construction of vectors of competitiveness according to the following factors: concept, quality, price, finance, trade, after-sale service, foreign policy, pre-sale preparation. However the authors don't specify the process of estimation of such factors as the concept, foreign policy, pre-sale preparation, etc.

Other scientists (the third group) – offer a rating assessment of competitive capacity of enterprises on the basis of the following factors: goods, assortment, price,

image, service, packaging (decoration), sales volumes, segment of the market, delivery and sales policy, advertizing and stimulation of demand. However, this approach estimates only a marketing activity of the enterprise, but doesn't consider other important resources of the enterprise capacity (innovations, management, finance, etc.), it is a main disadvantage of this approach. Through the approach mentioned above the common amount of factors, which alternate weighting isn't taken into account, is received.

The fourth group of scientists suggests to estimate the competition capacity of the organization on the basis of intersection of goods supply index and efficiency index of an object. Imperfection of this approach consists in the fact that it is a simplified approach to the estimation as it excludes such important factors determining competitive advantages of the enterprise as a level of the organization and implementation of marketing research at the enterprise, finance, an export potential. Moreover, most of the authors do not specify how to determine effectiveness ratio of the producer.

There is a method, close to the fourth approach, offered by Fatkhudinov R. A., which proposes to estimate competitive capacity of enterprises as the weighted sum of competitive capacity of the main goods of the enterprise on various markets taking into account the importance of the markets. This approach isn't absolutely correct since, firstly, competitive capacity of the organization is identified with the goods competitiveness (these are different concepts), secondly, it puts the importance of the foreign markets twice as much as the importance of the national markets. Thirdly, evaluation method of Fatkhutdinov R. A. doesn't consider other important factors (marketing, finance, innovations, management, personnel) of influence on competitiveness.

The fifth group of authors offers the approach based on the windowed estimate of factors of the enterprise competitive capacity. The integrated index of the enterprise competitive capacity is determined by rules of linear convolution (the estimation of factors of competitiveness of separate aspects of the enterprise activity is multiplied by weighting of separate factors in total sum).

So the analysis of the theoretical and methodological aspects of competitive capacity of enterprises revealed a set of the estimation techniques of the enterprises competitive capacity.

Success of the organization is determined by the prospective customer satisfaction therefore for increase of competitiveness and efficiency of activities, the enterprise shall take into account not only its own interests, but also interests of the concerned parties.

In the stakeholder theory the term "stakeholder" which is translated as "concerned party" is applied.

Stakeholders are persons and parties which are influenced by activities of the enterprise or can influence its work.

For the developing small and medium-sized enterprise it is necessary to create system of marketing relations with stakeholders as the instrument of competitive struggle. This system shall be based on mutually beneficial long-term cooperation, which allows reducing time for adoption of commercial decisions.

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