

**METHODOLOGICAL ASPECTS AND FINANCIAL MEANS OF ENSURING
THE COMPETITIVENESS OF ENTERPRISES****Abdumurotov Shokhrukh Shavkat oglu**

PhD, Researcher, Tashkent State University of Economics

Abstract. This article examines the theoretical and methodological foundations for assessing enterprise competitiveness in the context of an increasingly dynamic and globalized market environment. The study clarifies the economic essence of competitiveness as an integrated category that reflects a firm's ability to efficiently utilize resources, maintain financial stability, introduce innovations, and satisfy consumer demand more effectively than competitors. Particular attention is paid to the systematization of internal and external factors influencing competitive performance, including production capacity, managerial efficiency, marketing strategy, technological development, and institutional conditions. The paper analyzes existing conceptual approaches such as the resource-based view, market positioning theory, and dynamic capabilities framework, and justifies the need for their integrated application in evaluation practices. Methodologically, both financial and non-financial indicators, composite indices, rating methods, expert assessments, and economic-mathematical tools, including efficiency analysis and benchmarking, are considered. The results demonstrate that a comprehensive and multi-criteria assessment system ensures more objective measurement of enterprise competitiveness and supports strategic decision-making aimed at sustainable development, improved performance, and long-term market advantages.

Keywords: competitiveness, enterprise strategy, financial instruments, financial stability, profitability, investment.

1.Introduction

In the countries of the USA, Japan and the European Union, where the electrical engineering industry is developed in the world, large-scale scientific research is being conducted in such areas as the search for innovative opportunities to gain an advantage in strong competition, logistics problems, opportunities for the development of IT technologies, financing the implementation of energy-saving technologies, increasing sustainable

competitiveness in the era of "green finance" and "Industry 4.0", and determining strategic directions. Assessing the competitiveness of an enterprise, improving innovative approaches and methods for ensuring it, identifying factors affecting competitiveness, developing ways to effectively use financial instruments, and developing modern methodological foundations for increasing the efficiency of using financial instruments to ensure the competitiveness of enterprises in the electrical engineering industry are among the priority areas of scientific research in this area.

In Uzbekistan, special attention is paid to increasing the competitiveness of enterprises in the electrical engineering industry in the context of ensuring sustainable and effective socio-economic development. The Development Strategy of New Uzbekistan for 2022-2026 sets the tasks of "Intensive development of the national economy and ensuring high growth rates". In implementing the above tasks, scientific research aimed at ensuring the economic stability of enterprises of the electrical engineering industry, effective use of existing internal capabilities and resources, radical renewal of the material and technical base, determination of scales for assessing the level of competitiveness of enterprises of the electrical engineering industry, use of the optimal method of selecting one of the types of financial instruments for investment in increasing competitiveness, and development of forecast indicators of financial competitiveness of enterprises are of urgent importance.[1]

2.Literature review

The fundamentals of ensuring the competitiveness of enterprises, strategies for the development of industrial enterprises and some problems of enterprises of the electrical engineering industry are studied in the scientific works of foreign scientists I.Ansoff [2], M.Porter [3], A.Caputo. [4] P.John Cadick and others.

Some aspects of the use of financial instruments to increase the competitiveness of industrial enterprises have been studied in the scientific works of CIS scientists T.Y.Alekseyeva [5,6], G.L.Azoyev [7], A.P.Chelenkov, V.D.Shkardun [9], A.V.Ushanov, D.A.Drachev, G.V.Saviskaya [10], Pyastolov S.M.[11], I.V.Geleta [12], Y.I.Dyachenko, M.G.Kudryavtseva, T.I.Shayeva [13], Y.D.Safonova and others.

In Uzbekistan, the theoretical and methodological foundations of financial management of industrial enterprises are widely covered in the scientific works of A. Burkhanov [14], Kh.

P. Abulqosimov [15], M. K. Pardayev, T. S. Malikov [16], T. I. Bobakulov, S. E. Elmirzayev, O. O. Khamdamov [17], Sh. N. Muratova, J. J. Kurbanov, D. R. Rustamov and others.

However, the scientific works of the above authors did not sufficiently study the issue of increasing the efficiency of using financial instruments to ensure the competitiveness of enterprises in the electrical engineering industry. The need to solve this problem makes it possible to determine the topic, goals and objectives of the research.

The methodological basis was taken as a basis for the scientific works of foreign and domestic scientists. Economic laws were established in the scientific works of classical scientists D. Ricardo, J. Schumpeter, and the fundamental principles of ensuring the competitiveness of enterprises were studied by I. Ansoff, M. Porter, Feurer R., Sandu S., Ciocănel A.B., The concepts of Industry 4.0, modern problems of the development of enterprises in the electrical engineering industry were studied in the scientific works of S. Bag, N. Ghantous, D. De Clercq, V. Fernandez, X. Xu, H. Kagermann, W.-D. Lucas, W., H. Wang, Garcez A.T., S.N.N. Tasouj, P. John Cadick and others.

Special attention is paid to the study of the theory of competition in the works of domestic and foreign researchers.

Most of them define competition as the competition of several individuals in order to achieve one goal. Competition is always a struggle in which competitors strive to squeeze each other out, to gain absolute ownership of one or another economic benefit. The authors also emphasize that competition, first of all, brings great benefits to the consumer, since it affects the reduction of prices for goods. Due to competition, processes begin in the organization related to the improvement of technologies, expansion of sales of goods and the search for ways to reduce production costs. Reducing the cost of goods, maintaining and improving the quality of manufactured goods and services, attracting the attention of buyers to their products through advertising, and using innovative technologies are the main methods of struggle.

The American economist M. Porter was the first to determine that the activities of any enterprise aimed at making a profit lead to an increase in the competitiveness of its products. He was the first to consider the competitiveness of a country at the level of competitiveness of enterprises. In his opinion, the competitiveness of an enterprise is the ability of the enterprise to make a profit sufficient for its scientific and technological development and to motivate employees. M. Porter's view on competition issues is supported by many economists.[18]

Currently, the external environment and industry factors that are changing frequently are associated with competitiveness. The main aspects of studying competition are: the adaptability of an enterprise to changing environmental conditions; the ability to meet consumer needs; the level of efficiency of enterprise capacity management; the effective use of available resources, etc.[19]

CIS scientists G.L. Azoev, A.A. Ambartsumov, I.A. Spiridonov, F.F. Strelnikov, R.A. Faykhutdinov and other authors consider competition to be an economic process of interaction, interdependence and struggle between enterprises operating in the market. This competition is carried out to obtain the greatest profit by providing the best opportunities for selling products, satisfying the diverse needs of customers, and exploiting competitive advantages that allow the organization to achieve its goals.[20]

3. Analysis and results

It is worth noting that a more complete definition of the concept of competition is given in the Law of the Republic of Uzbekistan “On Competition”. According to Article 4 of the Law on Competition, competition is the competitiveness of economic entities (competitors), in which their independent actions exclude or limit the ability of each of them to unilaterally influence the general conditions of the circulation of goods in the commodity or financial market.[21]

“Competitiveness of an industrial enterprise” is a complex concept and is inextricably linked with the concept of “product competitiveness”. These concepts are very closely related. The competitiveness of industrial enterprises is formed mainly by the competitiveness of products. However, at the same time, despite the apparent similarities, there are certain differences between them.

At the same time, the competitiveness of products acts as a generalized or complex characteristic of a product in relation to the presence of certain competitive advantages in products.

Competitiveness issues occupy a very large share among scientific research both in our economy and abroad.[22]

Russian scientist D. S. Yaksanov emphasizes that at the present stage the theoretical foundations of competitiveness consist of several points, since the competitiveness of the region and industry is equal to the competitiveness of this industrial enterprise.

The endless interest in the problem of increasing the level of competitiveness of enterprises (organizations) of our country is due to the fact that the modern world is on the threshold of the VI technological order, the contours of which are beginning to take shape in developed countries. [23]

The level of competitiveness as a result of the activities of the organization can be assessed on the basis of various rating systems.[24]

It should also be noted that the chosen methodology for assessing competitiveness, as well as the basis for comparison, affect the level of competitiveness.

Based on the conclusions of domestic scientists on the essence of the competitiveness of an enterprise, we can conclude that competitiveness is the ability of an enterprise to prepare a "foundation" and occupy a certain segment of the market, as well as the ability to analyze the consumer. mood and its benefits. Taking into account foreign experience, it can be noted that each branch of the national economy is studied in a team of interconnected productive forces. A major positive factor of foreign experience is the transformation of this association into a single mechanism - clusters, which gives enterprises a significant competitive advantage.

Now we will try to reveal the content of the second part of the topic - financial instruments.

In the scientific works of European scholars, financial instruments are also seen as assets that can be sold or as packages of capital that can be sold. Many types of financial instruments provide efficient circulation and transfer of investors around the world. These assets can be in the form of cash, contractual rights to deliver or receive cash, or other types of financial instruments, or documents confirming the ownership of an individual in some organization.

Financial instruments include stocks, exchange-traded funds, bonds, certificates of deposit, investment funds, loans and derivative contracts, etc.

Financial instruments can be real or virtual documents that represent a legal contract that includes any monetary value. Equity-based financial instruments represent ownership of an

asset. Debt-based financial instruments represent a loan provided by an investor to the owner of the asset.

Currency instruments include a third, specific type of financial instrument. There are different subcategories of each type of instrument, such as preferred stock and common stock.

According to the International Financial Reporting Standards (IFRS), a financial instrument is a contract that creates a financial asset for one party and a financial liability or equity for another party. Standard 9 “Financial Instruments” provides a definition of what a financial instrument is and a definition of financial instruments. [25]

Here, the concept of “financial instrument” is expressed as a factor in ensuring the competitiveness of an enterprise, representing a financial relationship in the description of the contract that leads to the creation of financial assets and financial liabilities in enterprises.

Financial instruments can be divided into two types: cash and derivatives.

Cash instruments. The value of cash instruments is directly affected and determined by the markets. These can be securities that are easily transferred. Shares and bonds are common examples of such instruments.

Cash instruments can also be deposits and loans agreed upon by borrowers and lenders. Checks are an example of a cash instrument because they transfer payment from one bank account to another.

Derivatives. The value and characteristics of derivatives are based on the underlying components of the vehicle, such as assets, interest rates, or indices.

A stock option contract, such as a call option on a specific stock, is a derivative because it derives its value from the underlying stock. A call option gives the right, not the obligation, to buy shares of the stock at a specified price on a specified date. The value of the option changes as the price of the underlying stock rises and falls, although not necessarily by the same percentage.

Derivatives can be over-the-counter (OTC) or exchange-traded derivatives. Over-the-counter (OTC) is a market or process in which securities that are not listed on an over-the-counter (OTC) or official exchange are priced and traded.

Financial instruments can also be divided into debt-based or equity-based asset classes.

Debt-based financial instruments.

Short-term debt-based financial instruments have a maturity of one year or less. These types of securities come in the form of treasury bills and commercial paper. Bank deposits and certificates of deposit are also technically debt-based instruments that provide credit to depositors with interest payments.

Exchange-traded derivatives are available for short-term, debt-based financial instruments, such as short-term interest rate futures. There are also over-the-counter derivatives, such as forward rate agreements.

Long-term debt-based financial instruments have maturities of more than one year. Long-term debt securities are typically issued as bonds or mortgage-backed securities. Exchange-traded derivatives on these instruments are traded in the form of fixed-income futures and options. OTC derivatives on long-term debt include interest rate swaps, interest rate caps and floors, and long-term interest rate options.

Equity-based financial instruments.

Securities traded under the umbrella of equity-based financial instruments are often shares of stock, which can be either common stock or preferred stock. ETFs and mutual funds can also be equity-based instruments.

Exchange-traded derivatives in this category include stocks and futures on stocks.

Foreign exchange instruments.

Foreign exchange (forex) instruments include derivatives such as forwards, futures, and options on currency pairs, as well as contracts for differences. Foreign exchange swaps are another common form of forex instrument. In addition, forex traders can enter into spot transactions to instantly convert one currency into another.

The characteristic features of financial instruments are as follows:

The turnover period is the time until the final payment or the requirement to liquidate (repurchase) a financial instrument. Liquidity is the ability to quickly withdraw money without significant losses. The concept of liquidity is primarily associated with the availability of an asset in the market, regardless of whether it is a bond or a stock.

The return on the instrument is determined by the expected interest, dividend payments, as well as the amounts received from the purchase or resale of a financial asset to other market participants.

The nominal rate of return reflects the income received from investing funds in a monetary asset, the absolute payment in monetary terms for the realization of funds. The real rate of return is equal to the nominal rate of return minus the inflation rate.

The risk of a financial instrument reflects the uncertainty associated with the amount and timing of future income.

Divisibility is characterized by the minimum amount that can be purchased or sold on the market.

Convertibility - the ability to exchange a financial instrument for other financial assets.

The taxation mechanism determines how and at what rates income from the ownership and resale of a financial instrument is taxed.

The settlement currency is the currency in which the financial instrument is settled.

A derivative financial instrument is an asset if the total value of the claims against the counterparty specified in the relevant contract exceeds the total value of the obligations to the counterparty under this contract and the credit institution expects an increase in future economic benefits. to receive assets (cash or other property) on potentially favorable terms for the credit institution, exchange assets or settle liabilities.

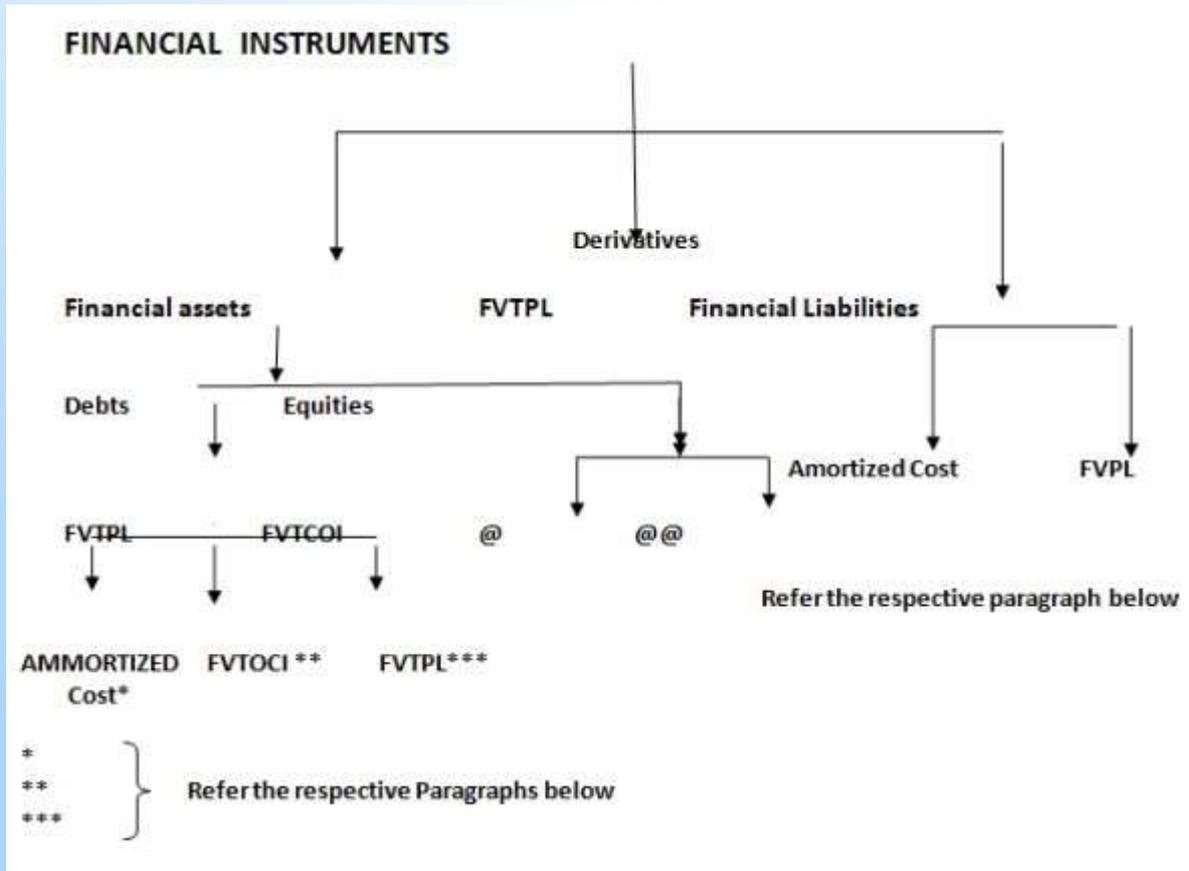


Fig.1. Financial instruments [27]

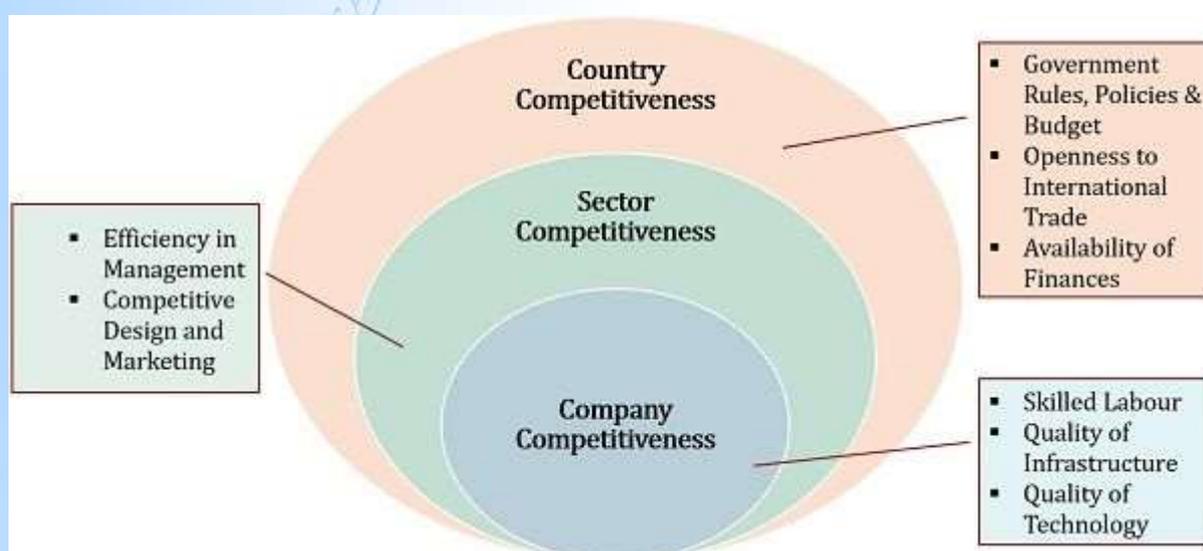
A derivative financial instrument is a liability if the total value of the credit institution's obligations to the counterparty specified in the relevant contract exceeds the total value of the requirements imposed on the counterparty under this contract and the credit institution expects a decrease in economic benefits in the future. consists in the disposal of assets (cash or other property) under potentially unfavorable conditions for the credit institution, the exchange of assets or the settlement of liabilities.

Often, the determination of the competitiveness of an enterprise is described using internal and external factors in its production.

A.A. Thompson and A.J. Strickland [28] in their scientific work suggest that a number of elements should be taken into account when determining the competitiveness of an enterprise, according to their definition.

In our opinion, the factors present in an enterprise to one degree or another do not determine its competitiveness. All factors can have a positive or negative impact on the activities of the enterprise. The most important of these factors is personnel.

According to D. Cravens [29], competitive advantage is determined by versatility and complexity of repetition, and core competencies should be the basis for the competitiveness of the enterprise. He divides functional processes into 2 groups: external and internal. In this case, external processes connect the enterprise with the environment, provide feedback and serve to form external relations, while internal processes are aimed at satisfying consumer needs.



According to the definition of the famous American economist and scientist M. Porter, the following competitive advantages of an enterprise are based on the following:

- the belonging of the enterprise to a certain industry;
- the presence of a strategy that provides competitive advantage;
- the value chain of the product (cost, potential sources of differentiation).

For currently operating enterprises, it is important to use competitive strategies and clearly formulate the value chain of the product, but in their implementation it is necessary to pay special attention to the issue of personnel.

Russian scientist E.P. Golubkov suggests assessing the competitiveness of an enterprise using the following factors:

- the image of the enterprise;
- the concept of the product;
- the quality of the product;
- the degree of diversification of the enterprise;
- the market share of the enterprise;
- the research base;
- production capabilities.

In this case, the factors of the effectiveness of marketing activities in product competitiveness were taken into account, but the factor of the personnel issue was not taken into account.

However, other scientists I.U. Zulkarnaeva and L.R. Ilyasova [30] propose to divide all factors affecting the competitiveness of an enterprise into three groups:

- strategic goals of the enterprise;
- resources of the enterprise;
- environmental factors.

The main goal of the enterprise's activities is to make a profit, almost always the enterprise strives for development, in which it is necessary to make plans about how they should be related to satisfying consumer needs and what impact they have on competitiveness.

In developing the competitiveness of an enterprise, the resources available to it and environmental factors are of great importance. In our opinion, the presence of a basic resource is necessary to determine the competitiveness of an enterprise.

D. Husby emphasizes that the competitiveness of an enterprise is determined by the quality of the enterprise's products, their relative price, market penetration of the product, and sales capacity.[31]

N.K. Moiseeva proposes the following factors as criteria for determining the competitiveness of an enterprise:[32]

- a criterion reflecting the level of consumer satisfaction with the enterprise's products;
- a criterion of production time.

V.A. Vinokurov presents his views on the competitiveness of an enterprise as — firstly, resources (potential), and secondly, their efficient use, but does not pay attention to the fact that an enterprise with the same resources in its activities can be competitive or go bankrupt.[33]

All factors that shape the competitiveness of an enterprise can be divided into two groups: the concept of competitiveness is emphasized by the CIS economists V.A. Barinov and A.V. Sinelnikov [34] as flexibility and innovation. The flexibility of an enterprise is understood as a feature of the relationship between the enterprise and the external environment, a process of internal organizational restructuring. Innovativeness is the ability to renew itself, as well as a process of restructuring within the organization in accordance with a number of criteria (production capacity, minimum cost). The flexibility of an enterprise is the basis of innovation, a change in activity based on the development of elements.

Based on the analyzed data, in this scientific study we have formed a set of factors that determine the competitiveness of an enterprise in conditions of economic instability.

In our opinion, there are 7 factors that ensure the competitiveness of an enterprise, and they are reflected in the diagram below.

In economic literature, such concepts as resource and factor are actively used. From the point of view of enterprise economics, resources are equipment and technology, finance, information, personnel, and materials, but within the framework of the theory of enterprise competitiveness, they are considered as factors.

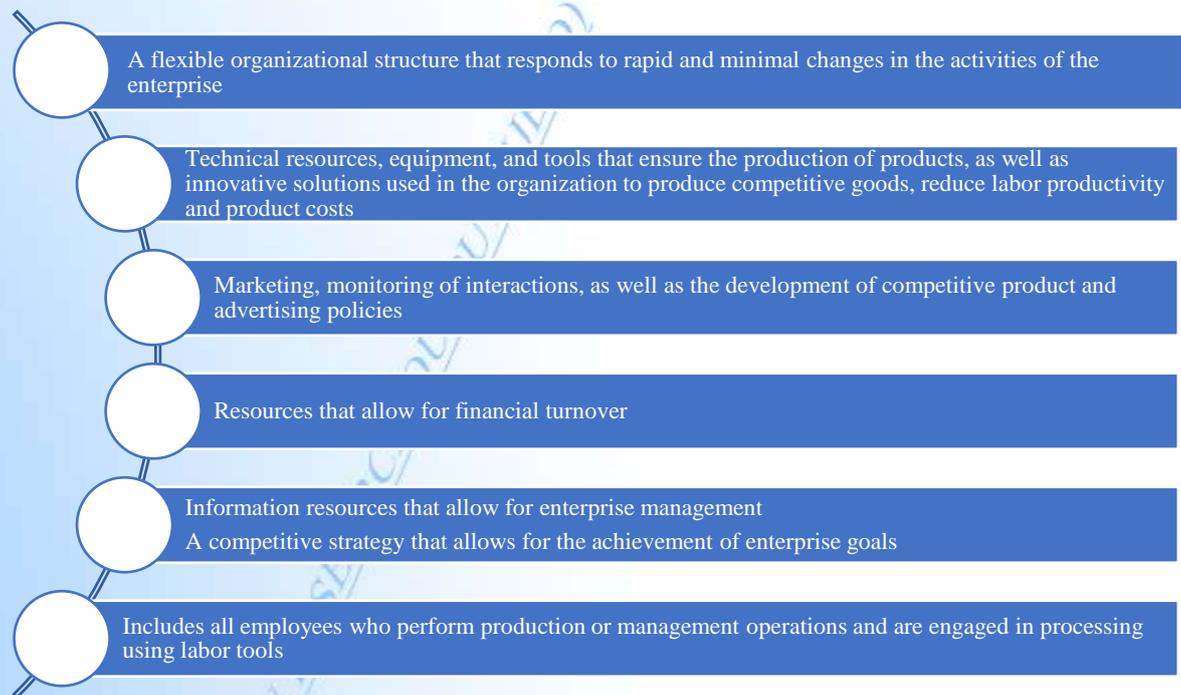


Fig.4. Factors ensuring the competitiveness of the enterprise

Competitiveness factors include organizational, strategic, flexible, labor incentive system, control, coordination, etc. Factors of enterprise competitiveness can be divided into two groups: resource and organizational.

All of these factors serve to increase and decrease the competitiveness of the enterprise. Behind each factor is the activity of the enterprise's employees, who are responsible for the successful operation and development of the enterprise. Almost all researchers studying the issue of enterprise competitiveness ignore the issue of personnel. However, the quality of the product and the costs of the enterprise directly depend on the qualifications of the employees of this enterprise.

Rational management of financial resources depends on the qualifications of the employee responsible for management. Innovative capabilities of the enterprise are determined by the potential of the employee. The development and implementation of a competitive strategy in accordance with the goals of the enterprise is carried out by employees. In accordance with the enterprise strategy, the formation of a distribution and dealer network is the main function of the enterprise's employees.

4. Conclusions

From the conducted analysis, it can be seen that personnel are an essential resource of the enterprise, and on the other hand, as a subject that drives all factors of the enterprise's competitiveness, that is, employees are the main factor determining the competitiveness of the enterprise.

In our opinion, many factors affect the competitiveness of the enterprise, and the competitiveness of the enterprise largely depends on the potential of its employees.

Not all indicators and factors can reliably answer the question of the competitiveness of the enterprise. There are counterarguments and considerations that cast serious doubt on the correctness of the proposed criterion, and the main goal of analyzing all indicators is to determine the competitiveness of the enterprise. No matter how dependent the dynamics of the enterprise's competitiveness (growing-decreasing), the factors of product price, attractiveness of the product for buyers, entry into new markets, and the efficiency of using existing resources affect the dynamics of the enterprise's market share.

If the market share of the enterprise is growing or remains unchanged, this indicates the competitiveness of the enterprise, but as a result of the decrease in the market share of the enterprise, it leads to the loss of competitiveness of the enterprise and its complete exit from the market. The competitiveness of the enterprise is the dynamics of its market share. Based on research, it can be concluded that the competitiveness of the enterprise is the ability of the enterprise to maintain or increase its share in the market of goods and services.

Currently, there is no generally accepted method for assessing the competitiveness of the enterprise. Each approach to assessing competitiveness can be applied not to all enterprises operating in a homogeneous market, but to one or two:

- taking into account the reserves in the use of production factors in the assessment;
- specific factors of production in a particular country;
- the efficiency of using previous potential

It is difficult to determine the market share of the product, in this case, we offer the second method: comparing the competitiveness of the enterprise with the profitability of its production, average profitability.

Theoretical analysis of the competitiveness of an enterprise allows us to draw the following conclusions:

- the main factor directly related to the competitiveness of an enterprise is its employees;
- employees play a special role: employees are a necessary resource for the enterprise, a subject that drives all factors of the enterprise's competitiveness, a decisive factor in the competitiveness of the enterprise;
- the criterion of the competitiveness of an enterprise is its market share;
- the competitiveness of an enterprise can be assessed taking into account its integral indicator of competitiveness;
- its competitiveness can be determined based on a comparative analysis of the profitability of the enterprise and the average profitability of the industry.

References:

1. Decree of the President of the Republic of Uzbekistan No. PF-60 dated January 28, 2022 "On the Development Strategy of New Uzbekistan for 2022-2026".
<https://lex.uz/docs/-5841063>
2. Ансофф И. Стратегическое управление. – М.: Экономика, 1989. – 519 с.;
3. Porter M.E. (2015), Competitive advantage: Creating and Sustaining Superior Performance. Gheorghe Zaman, 2015, Competitivitatea – cheia de boltă a relansării comerțului exterior al României Avantajele/dezavantajele competitive ale României la nivel internațional;
4. A.Caputo. Digitalization and business models: where are we going? A science map of the field. J.Bus. Res. (2021);
5. Alekseeva T.E. Financial Instruments and Financial Wars. Digest-finance. 3(195), 2011. 37-25 pp. <https://cyberleninka.ru/article/n/finansovye-instrumenty-i-finansovye-voyny/viewer.;>
6. Alekseeva T.E. Financial Instrument or Financial Fraud? // Finance and Credit. 2010. No. 27;

7. Azoev G.L., Chelenkov A.P. Competitive Advantages of a Firm. - Moscow: Novosti Printing House, 2000. - 256 p.;
8. Kotler F. et al. Fundamentals of Marketing: Translated from English. - Moscow: Williams Publishing House, 2003. - 944 p.;
9. Shkardun V.D., Ushakov A.V., Drachev D.A. Evaluation of a Company's Comprehensive Offer on the Market in Order to Optimize Marketing Costs. // Sales Management. 2003. No. 2 (10);
10. Savitskaya G.V. Economic Analysis. Textbook. 11th ed., corrected. and enlarged. – Moscow: New Knowledge, 2015;
11. Pyastolov S.M. Analysis of Financial and Economic Activities of an Enterprise: Textbook. 3rd ed., reprinted. – Moscow: Publishing Center "Academy", 2014;
12. Geleta I.V., Dyachenko E.I. Factors of Enterprise Financial Stability. // Humanitarian Scientific Research. 2015. No. 6. [Electronic resource]. URL: <http://human.snauka.ru/2015/06/11517>;
13. Shaeva T.I., Safonova Yu.D. Financial Instruments. Accounting and Valuation of Financial Instruments. Contentus. 2015. <https://cyberleninka.ru/article/n/finansovye-instrumenty-uchet-i-otsenka-finansovyh-instrumentov/viewer.>; The global standard of Islamic derivatives will be created by December. URL: <http://lenta.ru/news/2009/10/27/>;
14. Burkhanov A.U. The importance of Islamic derivatives. 2019, 164 pages;
15. Abulkosimov Kh.P. Iqtisodiy hafsizlik. – T.: Academy, 2006. – 111 b.;
16. Malikov T.S. Moliya: huzhalik yurituvchi subjectlar moliyasi. Ohkuv kullanma. I.f.d., prof. A.V.Vakhobovning umumiy tahriri ostida. – T.: Iqtisod-moliya, 2009;
17. Khamdamov O.O. Korhonalarda moliyaviy management tizimini takomilashtirish. Iqtisodiyat fanlari b'yyich falsafa doctor (PhD) dissertation and abstract. – T.: BMA, 2017. – 58 b.;
18. Porter M. International competition // trans. from English; edited and with a preface by V.D. Shchetinin. - Moscow: International Relations, 1993. - 896 p.
19. Klimovskikh N.V., Iskandaryan G.O. Enterprise Economics: a teaching aid. - Krasnodar, 2015.
20. Krupinina Yu.K. Theoretical and Methodological Foundations of Improving Enterprise Competitiveness // Innovative Development. - 2019. - No. 3 (30). - P. 47-49.
21. <https://lex.uz/acts/1931450>

22. Vermeire B., Gellynck X. Contribution of Cluster Relations to Food Competitiveness in the EU // International European Forum on Innovation and System Dynamics in Food Networks. 2007. P. 96-110.;
23. Kozin M. N. Technological modernization as a driver of development of the Russian Federation // News of Saratov University. Nov. series. Series: Economics. Management. Law. 2012. Vol. 12, No. 2. Pp. 23-28.
24. Nosov V. V. Umanskaya O. P. Rating assessment of organizations' activities // Siberian financial school. 2011. No. 5(88). Pp. 38-42.
25. <https://www.bss.uz/article/1277-mhs-byicha-anday-moliyaviy-vositalar-mavjud>
26. <https://fin-accounting.ru/articles/2018/ifrs-9-financial-instrument>
27. https://www.caclubindia.com/articles/details.asp?mod_id=25414
28. Thompson A.A., Strickland A.J. Strategic Management. Concepts and Situations for Analysis: trans. from English. — Moscow: Williams, 2003.
29. Krevens D.V. Strategic Marketing: trans. from English. — Moscow: Williams, 2003.
30. Zulkarnaev I.U., Ilyasova L.R. Method of Calculating the Integral Competitiveness of Industrial, Trade and Financial Enterprises // Marketing in Russia and Abroad. — 2001. — No. 4. — P. 17-27.
31. Fatkhutdinov R.A. Managing the Competitiveness of an Organization: textbook. — Moscow: Eksmo, 2005.
32. Moiseeva N.K. Strategic Management of a Travel Company: textbook. — M.: Finance and Statistics, 2007.
33. Vinokurov V.A. Organization of Strategic Management at the Enterprise. — M.: Center for Economics and Marketing, 1996.
34. Barinov V.A., Sinelnikov A.V. Development of an Organization in a Competitive Environment // Management in Russia and Abroad. — 2000. — No. 6. — P. 3-13