

MODERN TRENDS IN THE FORMATION OF INTERNATIONAL COMPETITIVENESS OF THE NATIONAL ECONOMY

Akhmedov Oybek Turgunpulatovich
Namangan Engineering Construction Institute

Abstract: *The issues of determining the level of competitiveness of the national economy and developing measures to improve it are especially urgent after the global financial and economic crisis caused fundamental changes both in the dynamics of the world economy and in the economic development of large countries. became The changes that took place, respectively, had a significant impact on the level and competitiveness of many countries of the world, as a result of which there were significant changes in the ratings compiled by this indicator. In this regard, in particular, the consequences of the global financial and economic crisis brought to life the process of correcting the methods of calculating the competitiveness index, but in this, the goods and services that are competitive in the world market, which affect the production capacity of the national economy, and at the same time, the factors that increase the well-being of its citizens, are not taken into account..*

Keywords: *Currently, for most of the countries of the world, in the changing conditions, the problems of studying which economies will occupy the first places in the competitiveness rating in the future and which ways of increasing competitiveness will be more effective for this or that economy are being solved.*

Thus, in a situation where there is no general opinion about the future world development, each country must develop a strategy to increase national competitiveness in this uncertain future. Since the problem of increasing competitiveness is closely related to the solution of the most important issues of development, the solution of this issue should be postponed until the next period, when the main trends of the further development of the world economy will be revealed..

Analyzing the economy as a whole and the activities of individual producers is one aspect of the issue of competitiveness analysis. The fact is that with relatively equal scientific-technical, economic, social and other achievements of a given country, its level of international competitiveness may increase, decrease or remain unchanged, because a lot depends on the speed of development and success. Therefore, in determining the level of competitiveness, not only the growth rate and qualitative changes in the country's economy, but also the dynamics of changes in the economy of other countries are important..

Since competitiveness can be determined only by comparing an economic entity with an analogous competitor, it is natural to refer to the comparison of its level with relevant entities in the assessment of the national economy, small business entities of the industry, or individual goods. When assessing the competitiveness of national enterprises and goods/services, their weight and competitiveness to be successful in the market can be assessed by comparing them with foreign enterprises, goods or services, as well as with national enterprises..

Another feature of competitiveness closely related to the previous one is the dynamism and relative speed of the processes affecting its change. There are many factors (internal and external) that influence changes in the competitiveness of firms, industries, their groups, and the economy as a whole. Some factors may be related to long-term impact factors, others are short-term in nature, and

still others are random or one-time. The effect of some factors increases, others weaken or do not affect at all. All these features create additional difficulties in assessing the level of competitiveness and its change. Of course, there are key factors of competitiveness for each stage of economic development (Figure 1).

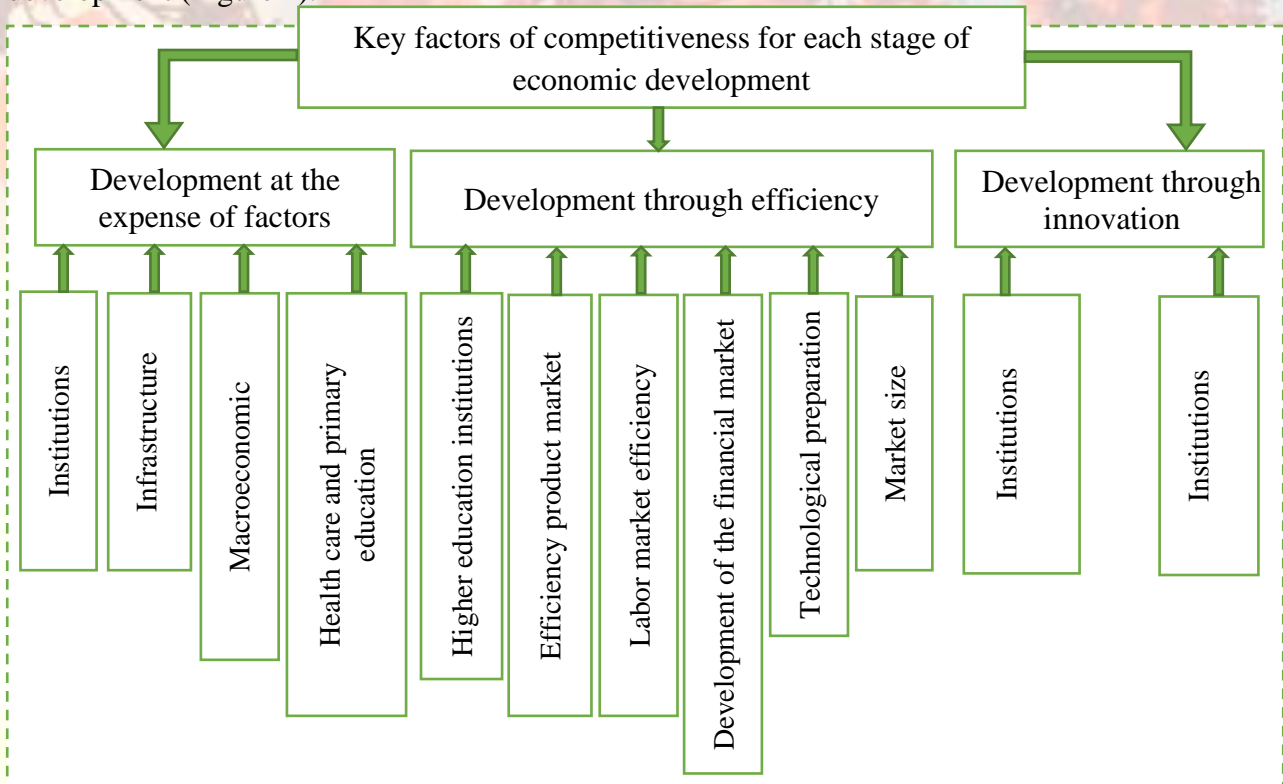


Figure 1. Key factors of competitiveness for each stage of economic development

The concept of competitiveness is applied to various subjects of economic activity, in particular, small business subjects or sectors, countries, as well as individual goods produced. Therefore, the analysis of the problem of competitiveness can be approached at different levels - at the macro level (at the level of the entire economy), at the level of the industry, at the level of the sector or at the level of clusters, small business entities and individual goods. The tiered approach suggests using a certain set of indicators for each tier of analysis and making comparisons based on them.

When forming a system of indicators describing the competitiveness of a product, a combination of quality and price characteristics that ensure satisfaction of the needs of a specific customer is taken into account. Competitor is understood as goods whose set of consumer and cost characteristics determines its success in the market, that is, the ability of this product to be sold on the market in the conditions of a significant offer for the sale of other competing analog goods. Currently, goods with unique consumer characteristics that do not have competing analogues have the highest level of competitiveness.

The competitiveness of goods is a synthetic indicator that reflects the result of many factors, namely, the efficiency of the work of designers, the production activity of the enterprise and its subcontractors, and the work of marketing organizations in the sale of goods on the market. But the

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competitiveness of a product in a competitive market is not only its high quality and technical level. It is the skillful promotion of goods in the market place, the most important thing is to take maximum account of market requirements and specific groups of consumers. A product manufacturer must respond flexibly to market conditions, customer requirements, and competitor behavior. The goods received by the market must not only be produced in the required quantity and delivered to sellers and buyers on time, but also ensure the level of service that is formed in world practice..

Economic competition between countries has intensified over the past few decades. Most every country strives to become an influential and important participant in international economic relations and to take a decent place in the world economic market in order to prevent the main risks caused by globalization. Although there are doubts that states/nations are still competing, this remains the case. When the market is open, not only businesses, but also countries compete.

Since entrepreneurship is only possible under certain governance conditions, at the macro level we have evidence of competition between states for investment, oil, the environment, and "green technology" resources. The experience of the global economic crisis has shown that the countries most vulnerable to external influences are countries with a low level of national competitiveness. Therefore, the topic of competitiveness is very relevant and important for the future development of any country.

Currently, there is no single approach to interpreting national competitiveness as a concept and determining its place in other main economic categories. This issue has now become the subject of foreign and local scientific research. The purpose of the study is to reveal and compare different approaches to determining national competitiveness as a complex, contradictory economic category.

The main reason for the multiplicity of definitions of national competitiveness is the complexity of the term; its composite character; moreover, the concept of the category itself is the framework of the system. Competitiveness is a complex multidimensional concept. It reflects the favorable position of the national economy, mainly in the field of international trade, and at the same time, the ability to strengthen this position. On the other hand, the competitiveness of the national economy is the aggregated expression of economic, scientific and technical, organizational, management, marketing and other capabilities implemented in goods and services, which successfully insures their competitive opposite foreign goods and services in the domestic market..

National competitiveness is the state's ability to achieve high rates of economic growth, to ensure stable growth of real wages, to create new jobs in the future, and to promote local firms represented by high-performance clusters in the world market. This competitive ability to adapt to changes in the world market is based on investment volume, innovation capacity, production capacity and other economic factors. However, their indicators must be combined with political and social factors that also affect the performance of the national economy in the world market. Analysis of the economic development of world countries through the prism of national competitiveness made it possible to develop the following models of increasing national competitiveness (Figure 2).

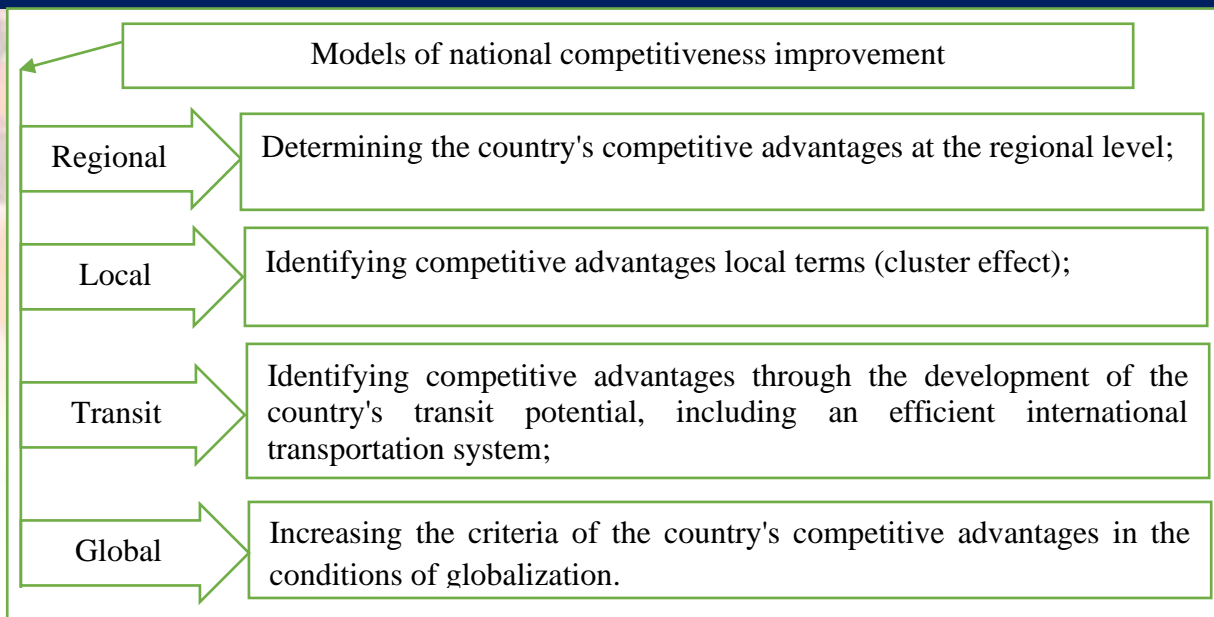


Figure 2. Models of national competitiveness improvement

Thus, the same steps can be applied to review and assess the national competitiveness of any country. The issues of determining the level of competitiveness of the national economy and developing measures to improve it became especially relevant after the global financial and economic crisis caused fundamental changes in the dynamics of the world economy and the economic development of large countries. The changes that took place, respectively, had a significant impact on the level and competitiveness of many countries of the world, as a result of which there were significant changes in the ratings compiled by this indicator..

In addition, the consequences of the global financial and economic crisis brought to life the process of correcting the methods of calculating the competitiveness index, which, as it turned out, affects the ability of the national economy to produce goods and services that are competitive on the world market, while improving the well-being of its citizens. did not take into account the factors. Some changes to take these changes into account have been included in studies published in the post-crisis years, but these methods can be expected to undergo more substantial changes later.

Currently, most of the countries of the world are trying to solve the problems of learning which economies will take the first place in the competitiveness rating in the future and which ways of increasing competitiveness will be more effective for this or that economy in changing conditions. Thus, in a situation where there is no general opinion on the future path of world development after the emergency, each country must develop a strategy to increase national competitiveness in this uncertain future..

Since the problem of increasing competitiveness is closely related to the solution of the most important issues of development, the solution of this issue ensures the stable economic and social development of any country and the achievement of a high standard of living of the population in the post-crisis period, when the main trends of the further development of the world economy are revealed.

Competitiveness is a characteristic of an efficient enterprise, which is related to the competitive process in which companies compete with each other. The competitiveness of small

business entities is defined as their ability to work in a competitive environment. It is the ability to design, produce and sell products and services in the market where similar products and services are offered by other business entities. Thus, multifaceted competition between entities is a characteristic of the market, which is the use of resources to transform them into products and services that meet the needs of a wide range of consumers. Being competitive ensures the sustainable development of small business entities.

Factors determining competitiveness are divided into external and internal factors. External factors arise from the fact that enterprises are affected not only by the competitive environment, but also by the general, macroeconomic, mesoeconomic and microeconomic environment. Internal factors are related to the ability of enterprises to develop their competitiveness. Explanations in this regard are provided by modern trends in the theory of enterprises based on resource, competence and knowledge. Classical cost management strategies focused on differentiation and key external factors, mainly market factors, but were not the basis for sustainable competitiveness of small enterprises.¹

Internal capabilities, which are the key to the competitiveness of small business entities, occur at both the strategic and organizational levels. First of all, it includes the ability of the enterprise to achieve a special position in the market, which gives it a cost advantage or an advantage in product diversification, as well as the ability to use it effectively. Thus, it is the ability to identify emerging opportunities and formulate an effective strategic response. Key organizational capabilities include knowledge, innovation, productivity and human resources². It is important to ensure the competitiveness of small business entities and the continuity of their activities, and in this regard, we think it is appropriate to present a conceptual model reflecting the factors that shape the competitiveness of small business entities in international markets (Fig. 3).

¹ Zvirblis, A., & Buracas, A. (2012). Backgrounds of aggregated assessment of SMEs competitive advantage determinants. *TEM Journal*, 1(4), 213-220.; Karpacz, J. (2011). *Determinanty Odnowy Strategicznej Potencjału Małych i Średnich Przedsiębiorstw*. Warszawa: Oficyna SGH.; Man, T. W. Y., Lau, T., & Snape, E. (2008). Entrepreneurial competencies and the performance of small and medium enterprises: An investigation through a framework of competitiveness. *Journal of Small Business & Entrepreneurship*, 21(3), 257-276. <https://doi.org/10.1080/08276331.2008.10593424>.

² Wach, K. (2017). Orientacja przedsiębiorcza a wiedza w początkowym i dojrzałym etapie procesu internacjonalizacji przedsiębiorstw. *Studia Ekonomiczne. Zeszyty Naukowe Uniwersytetu Ekonomicznego w Katowicach*, 319, 268-282.

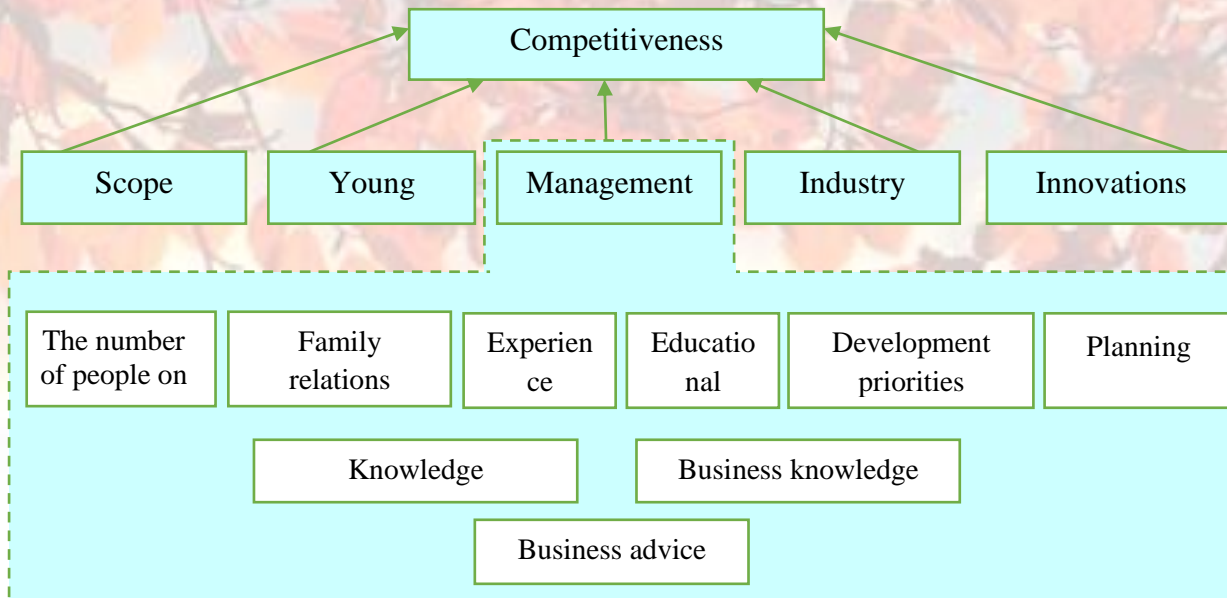


Figure 3. Factors determining the competitiveness of small enterprises - a conceptual model

In accordance with the currently dominant resource-based approach to the development of enterprises and the formation of their competitiveness, and the competence-based theories of the firm, a total of fourteen factors were allocated for research purposes: the age of enterprises, the level of management, the field in which enterprises operate, and innovation. Among the factors related to management, the following stood out: the number of people on the board of directors, family relations between the management, the experience of managers, the educational profile of managers, the level of business knowledge of managers, the ability to absorb business knowledge, the priorities of business development, the form of planning and business consulting.

Development of the business knowledge base, directing and improving the management level, as well as increasing the capacity to absorb knowledge and using it to form the competitiveness of enterprises may require external assistance in the form of state aid or professional business consulting.

The role of business consulting in the management of small business entities has a positive effect on management and business efficiency. On the other hand, there are also studies that show the limited influence of business consultants on the direction of development of managers and business competitiveness. Therefore, it is important to study the impact of business consulting on management, including the creation of knowledge in the field of management and the formation of competitiveness of enterprises.

Business consulting is one of the elements of external support for small business entities. Its purpose is to help managers and businesses achieve their goals by solving management problems, identifying and using new opportunities, and learning and implementing changes. It involves the transfer of information about running a business in terms of current and strategic management and serves as a potential source of competitive advantage. Its scope covers management areas such as organizational structure, marketing and market analysis, accounting systems, motivation and personnel policy, planning, innovation, etc.

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Counseling services take various forms, from general education to coaching through specialized training provided by professional consultants in the public or commercial sector. Sources of business advice are usually accountants, suppliers, bankers, customers or other business partners. Because the general approach to management in small businesses is usually informal, entrepreneurs often use inexpensive and readily available informal sources of advice, including friends, family, or other advisors in their environment.

The benefits of business consulting in enterprises can be divided into "soft" and "hard" things that arise as a result of business support in solving problems, forming development strategies or improving management skills, and obtaining positive economic and market results. Regarding the formulation of competitiveness as a benefit arising from business consulting, it is possible to distinguish between direct and indirect effects.

Direct impact refers to providing strategic advice to improve the innovation, growth and development of small business entities. On the other hand, the indirect impact includes strengthening the relationship between the knowledge of the enterprise and its managers useful for strategic management, business support in the form of solutions and processes aimed at increasing management experience and practice, the formation of managers' knowledge and development strategies.

External consulting services seem to be necessary for small business entities as such services help them overcome many obstacles, help them survive and achieve market success. This is because they have small and limited resources, particularly knowledge and skills, as well as management experience that directly affects the challenges they face. The use of external sources of business advice is usually motivated by a gap between the internal resources of business knowledge and the resources needed to achieve business goals. This seems to be particularly important for innovative enterprises operating in international markets, especially when their competitive situation is perceived as dependent on effective access to knowledge resources. The use of business consulting provides the opportunity to diversify due to the specificity of the business, market, technology, sector or geographic location.

Attributes of small business entities related to the scale, in particular, low awareness of the availability of consulting services, difficulties in assessing the quality of consulting services, unclear benefit/price ratio may create barriers to the use of business consulting services, and therefore, there is less interest in such services among small business entities. These barriers are usually higher in small enterprises than in large enterprises and are mostly internal in nature.

Among the factors that determine the positive relationship between the use of consulting services and the level of knowledge of enterprises and their competitiveness, there are factors describing the manager (education and age, position in the enterprise), factors related to the enterprise (scale of activity, age, field, location, activity profile) and factors related to the direction of development (having a development strategy, knowledge gap) should be highlighted. These factors and their interrelationship help differentiate the small business sector.

In order to assess the importance of business advice for the competitiveness of small business entities, the concept of knowledge absorption can be useful. In management research, knowledge assimilation is defined as the ability of enterprises to recognize the value of new knowledge, assimilate it and turn it into a commercial result. It is a dynamic capability because it can influence the achievement of competitive advantage in a dynamic environment by supporting the process of innovation and strategic flexibility, among others. Todorova and Durisin distinguish five components

of the ability to absorb knowledge, such as the ability to evaluate, acquire, assimilate, transform and use external knowledge.³

The use of business knowledge to increase the competitiveness of small business entities in international markets forces them to face greater challenges, as they usually do not have an appropriate management structure or professional managers. Recognizing the value of the advice provided, as well as the ability to absorb, analyze, interpret and understand it, plays an important role in this. These are especially important and skills are hard to come by in technologically advanced and innovative industries.

Distinguishing these capabilities is important for assessing their unique contribution to innovation and the competitive advantage of firms—it helps to explain why firms differ, why some are more effective than others in acquiring and exploiting knowledge. For this purpose, in order to show how there is a connection between business knowledge and the achievement of innovation, in our opinion, it is appropriate to present a model of business consulting and the ability to acquire business knowledge (Figure 4).

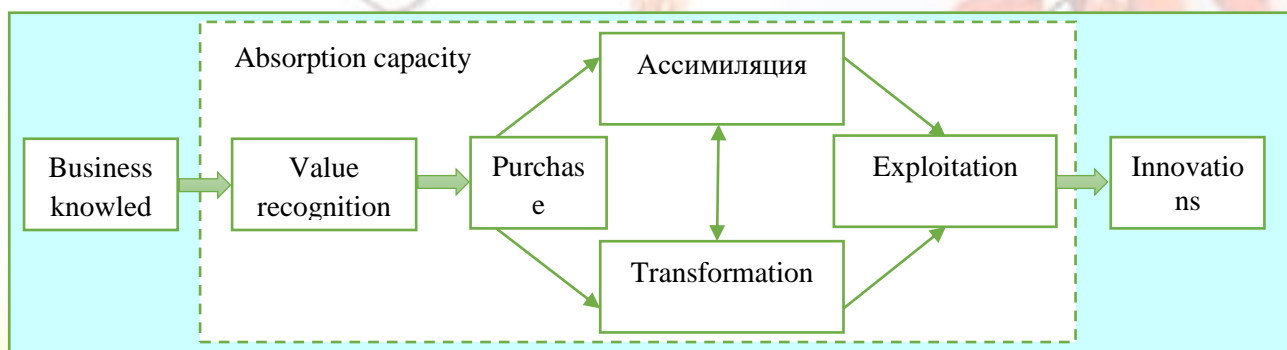


Figure 4. Ability to acquire business advice and business knowledge

The ability to transform business consulting information refers to the ability to integrate existing knowledge with consulting knowledge, expand the knowledge base, change it, and develop processes that allow for synergy. This, in turn, means the ability to use this knowledge resource to improve existing management powers or create new ones (including powers to create development strategies or develop innovations).

The results of the conducted research show that the use of business consulting expands the range of factors that determine the competitiveness of enterprises. The level of competitiveness is crucial in assessing the role of business consulting, because consulting services can be considered as an effective factor in increasing the competitiveness of enterprises characterized by high competitiveness, that is, a high level of competitiveness contributes to business efficiency. Enterprises characterized by low competitiveness were able to significantly improve their competitive position as a result of business consulting.

³Todorova, G., & Durisin, B. (2007). Absorptive capacity: Valuing a reconceptualization. *Academy of Management Review*, 32(3), 774-786. <https://doi.org/10.2307/20159334>

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PROBLEMS AND SOLUTIONS" SPECIAL ISSUE., 27 th July., 2022., France .,
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Among the characteristics that may affect the relationship between business consulting and the competitiveness of enterprises are factors related to governance. Relatively, the most favorable conditions for increasing the competitiveness of enterprises as a result of the use of consulting services occurred in enterprises with experienced managers characterized by extensive professional experience. High level of business knowledge and ability to assimilate business knowledge, along with development direction and business plan, have been shown to be highly profitable businesses through greater collaboration with consultants.

Also, in terms of the impact of business consulting on increasing the competitiveness of enterprises, the professional experience of the distinguished managers, the level of their business knowledge, and the existing competitiveness. confirms the diversity of enterprises, their ability to absorb business advice, the extent of the consulting process, and the level of management of business consulting, that is, their large groups that benefit most from business consulting. As a result of business consulting, small business entities improved their ability to acquire business knowledge, and ensured an increase in their competitiveness.

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