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UDC 658.8.012.12

### IMPROVEMENT OF THE ENTERPRISE COMPETITIVE STRATEGY

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*The article deals with the theoretical aspects of the "products competitiveness" concept, key factors that influence it. "Novopolotsk bakery plant" (the branch office of "VitebskHlebProm") is the object of research in practical part. The work identifies the existing strategies weak sides in order to improve the competitiveness of products and suggest ways of improvement.*

Nowadays Belarusian business entities have faced the problem of increasing the products competitiveness to survive in today's difficult economic conditions. There is a large amount of competitors on the local and foreign markets. It is difficult for some companies to take leading positions in their field. To take leading positions on the market it's necessary to improve manufactured products. That is why the subject of our research has actual importance.

The term "*competitiveness*" has several meanings. Having analyzed the research work of foreign and native scientists, we can conclude that each author highlights the characteristics of products that, in his opinion, affect the competitiveness.

*Products competitiveness* is a complex characteristic. It is determined by the totality of specific product properties that are useful for the consumers and ensure their needs. Having studied several classifications of the factors affecting the competitiveness of the products, it should be noted that the main factors of competitiveness are:

- effectiveness of competitor companies communication policy;
- practice of developing new products and assignment of trademarks;
- attractiveness of the products packages;
- sales figures and its competition organization;
- efficiency of competitors product distribution channels.

Evaluation of products competitiveness can be accomplished by differential, integral and mixed techniques [1].

Strategic management has an important role in creating competitive advantages. It is important to choose the right development strategy of the organization, which promotes the competitiveness of its products.

The object of research is «Novopolotsk bakery plant" (the branch office of "VitebskHlebProm"). It specializes in bakery and confectionery production.

Novopolotsk bakery plant was founded in 1990. It is a branch office of open joint-stock company "VitebskHlebProm."

The main activities of the "Novopolotsk Bakery plant" are:

- bread and bakery production;
- confectionery;
- trade activities, mainly own-produced [2].

The situational analysis of the organization was carried out in three directions: SWOT-analysis, market segments analysis and competition analysis.

SWOT-analysis showed the strengths and weaknesses of the organization, as well as the opportunities and threats that can entail consequences.

Market segments analysis revealed that the largest share of the production strategic areas takes bread – 69%. The second place is occupied by bakery products – 24%, the third place is confectionery products – 7%.

The market structure of the region revealed a small amount of product markets and a small share of exports abroad. Competitors analysis revealed the major companies that compete the regional organization and identified competitive products advantages and disadvantages of the organization we studied.

At present we have grain products of 9 competing organizations in Novopolotsk.

Considering the capacity of production by local manufacturers and third party suppliers from outside Novopolotsk we can define the following major competitors:

1. LLC "Resttrejd", the production of wheat bread baking mixes, small sized cakes, pastries, mixed bread rolls;
2. LLC "Evrotorg", the production of rye bread, wheat bread, pastry;
3. JSC "Basis", the production of bakery and confectionery products, small-piece baking;
4. JSC "MinskHlebprom", delivery of the production to the stores of Novopolotsk [3].

The results of the competitive advantages analysis of "Novopolotsk Bakery plant " (the branch office of "VitebskHlebProm") production show the Following disadvantages: weak marketing policy, product appearance, unstable situation of organization on the market. The reason is a large number of competitors and this number is constantly increasing.

Despite the fact that the products parameters of OJSC "VitebskHlebProm Novopolotsk Bakery plant" lags behind competitors are not decisive for the consumer, they directly affect the competitiveness of products and the whole organization. Weak marketing policy does not allow to find new consumers; organization products do not find special consumers demand. Product package also captures the consumers' attention and makes it more noticeable. The lack of an production assortment causes potential consumers to look for the other producers and find the required products that can meet their demands. According to its technical and economic parameters the production of Novopolotsk bakery plant is competitive. Its quality is better than the competitors' production quality due to the natural ingredients use. In this respect the government price regulation brings positive results because the production prices of OJSC "VitebskHlebProm Novopolotsk Bakery plant" are lower than those of competitors.

The strategy of increasing the production competitiveness of "Novopolotsk Bakery plant" (OJSC "VitebskHlebProm") contains a certain plan of actions, which is important for the continuous improvement of its quality [4].

Due to the continuous growth of the competitors' number and their actions aimed at bringing more buyers, managers of Novopolotsk Bakery plant should work at the following vulnerable components to improve the competitiveness of their production:

- ineffective marketing policy;
- limited shelf life of products;
- unattractive products packaging;
- lack of an assortment;
- limitations of outlet.

These factors create the problem which is necessary to solve in order to enhance the competitiveness strategy of Novopolotsk bakery plant products and improve its operation.

The main directions of improving the production competitive strategies of OJSC "VitebskHlebProm Novopolotsk Bakery plant" could be:

- to improve the marketing policy in the direction of market research and advertising campaign;
- to increase shelf life through the use of modern technology that allows to reach new outlets;
- to improve the product packaging, replace it by environment friendly and high quality package to attract new customers and save taste properties of the products;
- to diversify bakery products in order to strengthen their position on the market and gain new target audience;
- to search for new markets by participating in international exhibitions, creating an online store and electronic catalog, direct contacts with foreign organizations.

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