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## **IMPROVING THE COMPETITIVENESS OF BUSINESS STRUCTURES BASED ON STRATEGIC PLANNING METHODS**

*The relevance of this study stems from the growing importance of competitiveness in modern entrepreneurship. In today's market, competitiveness serves as a key mechanism for regulating demand for goods, works, and services among various economic entities that shape overall supply. With the constant emergence of new market players, especially in the small and medium-sized business (SMB) sector, competition is intensifying each year. SMBs increasingly rival large enterprises, demonstrating flexibility and adaptability that allow them to respond more effectively to shifting market conditions. Since 2020, global market destabilisation caused by the COVID-19 pandemic has further sharpened competition, particularly among SMBs. In some industries, large corporations even lose ground to smaller firms due to their slower response to new market realities. Moreover, competition now extends beyond market share and customers to include access to essential resources from foreign suppliers, complicated by macroeconomic instability. The study's information base consists of research focused on competition, competitiveness, and industry-specific markets. Its results led to the development of a methodology for identifying key factors and indicators that determine a company's competitive potential and advantages. The practical value of the research lies in its applicability: the proposed recommendations can serve as a foundation for designing a targeted entrepreneurship development programme in the Republic of Kazakhstan, enhancing the competitiveness of business structures and supporting sustainable market growth.*

*Keywords: competitiveness, business structures, entrepreneurship development, strategic planning, competitive potential.*

## **Introduction**

Nowadays, the economy is developing in conditions of continuous intensification of competition, both on internal and external markets. Competition between market players is considered a restructuring and limiting factor in the activities of most economic entities and appears to be one of the most important conditions for stimulating entrepreneurial activity and socio-economic development of the country as a whole. The competitive struggle between individual business structures within the same industry is determined both by the volume of competitive products produced and the level of use of internal potential, and by the support of the state through the provision of appropriate guarantees and benefits that are directed to the development and maintenance of entrepreneurial activity. Competitiveness is considered in relation to: an enterprise (organisation), products (works, services), business structures, regions, countries [1]. Competitiveness can also be considered in terms of the availability of resources and potential: financial resources (financial potential), human resources (labour and personnel potential), provision of material resources (resource potential), etc. [2]. The ability to ensure the competitiveness of regional business structures has recently acquired great importance for the development of the industrial and innovative economy of the Republic of Kazakhstan. It is worth noting that at the regional level, the impact of new trends and the reaction to the transformation of the conditions of economic activity is often expressed much faster and as clearly as possible, which allows developing a macro-level management solution in a proactive mode [3]. Increasing the level of competitiveness of regional businesses must necessarily ensure the successful solution of import substitution problems in the internal market and the wide withdrawal of Kazakh products to international markets, including those where Kazakh products have not been previously presented [4].

In connection with the above, at the moment, one of the key tasks is the search for methods and models to ensure the competitiveness of regional business structures that consider the dynamic changes in the external and internal environment of entrepreneurship, regional peculiarities of development, and new challenges facing the Kazakh economy as a whole [5]. Thus, the concept of competitiveness should characterise the competitive position of an enterprise not only at a given time, but also the possibility of its change in the future. It follows from this that the competitiveness indicator is not limited to the current position of the enterprise at a given time. In addition, it can often undergo various changes. This indicator gives an assessment of the current competitiveness of the enterprise and adjusts it for the future, depending on the optimisation and improvement of the weaknesses of the company [6]. It is necessary to use a number of indicators to assess the competitiveness of business structures: components of the potential

of business structures, indicators of financial, economic, organisational, industrial, technical, social types of potential. In this regard, the concept of competitiveness should characterise the competitive position of an enterprise not only at a given time, but also the possibility of its change in the future. Therefore, the competitiveness indicator is not limited to the current position of the enterprise at a given time. This indicator can constantly undergo various kinds of changes. It gives an assessment of the real competitiveness of the enterprise and adjusts it for the future, depending on the optimisation and improvement of the weaknesses of the company. Accordingly, the competitiveness indicator is one of the most important parameters when evaluating an enterprise as an internal business unit and an external one.

From all of the above, it can be concluded that it is necessary to constantly increase the competitiveness of business structures, primarily due to the quality of labour potential, and the introduction of the latest technologies and equipment, for which it is necessary to ensure the flexibility of most intra-organisational systems. All this can enable business structures to take a dominant position in the market sector and maximise profits.

### **Materials and Methods**

In the course of the study, the following methods were applied: theoretical (analysis; synthesis); graphical representation of the results. The study is based on data from the official website «The Bureau of National Statistics of the Agency for Strategic Planning and Reforms of the Republic of Kazakhstan» [7], and data from various research papers. The study was conducted in three stages:

1 At the first stage, a theoretical analysis of existing methodological approaches was carried out in defining the concept of entrepreneurial structures and the features of their competitiveness, competitive advantages, competitive potential, factors of competitiveness, strategic methods of competitiveness. Within the framework of the theoretical analysis of the problem under study, various research papers were taken as a basis to consider different positions and approaches to determining what is «competitiveness of entrepreneurial structures», what factors and forms are distinguished, what methods of analysis and evaluation exist to analyse and evaluate the competitiveness of entrepreneurial structures, how to increase the level of competitiveness of such structures. The definition of «competitiveness of entrepreneurial structures» was provided based on theoretical analysis. The approaches of different researchers to what factors of competitiveness should be considered when analysing and evaluating the competitiveness of business structures were considered in detail. In particular, the study identified the following factors: influencing the level of competitiveness; the internal business environment, affecting the interaction for large and small business structures;

affecting the competitiveness of business structures; external and internal; affecting the attitude of consumers to the enterprise and its products, considering information about competitors. R.A. Fatkhutdinov proposed the most comprehensive characterisation of the competitive factors of entrepreneurial structures

2 At the second stage, an analysis of the competitiveness of entrepreneurial structures of this business structure differ from those of competitors and what it is worth working on to either reinforce their competitive advantages by increasing them, or change something in their activities to improve competitiveness indicators for individual factors. In particular, the study proposed to use indicators to assess the competitiveness of business structures based on the information base on enterprise data (form No. 1, form No. 2, etc.). The form of assessing the competitiveness of an entrepreneurial structure was considered, where an assessment of an entrepreneurial structure for competitiveness is carried out, where the assessment is entered in a certain column, and information is entered on the right and left in the columns about how positive or negative the result of the competitiveness assessment is. The following forms were also proposed: «Comparative characteristics of the main factors of competitiveness of the business structure and competitors», «Expert assessment of competitiveness factors relative to competitors». In addition, at this stage, the following were analysed: indicators of the Republic of Kazakhstan in terms of competitiveness at the global level, subsidising projects in all areas of activity in the Republic of Kazakhstan

3 At the third stage, recommendations were proposed aimed at improving and developing the level of competitiveness of business structures in the Republic of Kazakhstan. The given recommendations can be taken as a basis for the development of a regional development programme and then implemented by the authorities of the Republic of Kazakhstan. In addition, the proposed measures can be adopted for the development of entrepreneurship and increasing the level of healthy competition in other countries and regions.

### **Results and Discussion**

The study suggests first considering the concept of «competition», «competitiveness» to understand what constitutes the competitiveness of entrepreneurial structures. Due to the fact that studies on this topic have been conducted for a long period of time, many papers have been published, it can be concluded that over the years of research, the content of the concept of «competition» has been constantly supplemented and complicated. Thus, the concept of «competitiveness» was formed. Today there is no single opinion and definition of this term, because each author invests something of their own, talking about what competitiveness is. However, it is worth noting that in the 1970s, the active development of the theory of competitiveness took place [8].

Modern practice shows that many, while studying competitiveness, speak exclusively about the economic sphere, which allows considering competitiveness in a broader sense through the prism of those properties due to which the subject of economic competition has advantages over its similar rivals, and these properties may be inherent in different subjects of competition, for example: products, enterprises (producers), industries, countries. Studying many research papers of various authors, both Kazakh and foreign, the author of the study came to the conclusion that with the complexity of economic relations, the boundaries of entrepreneurial activity are also expanding. In this connection, the conditions of doing business are moving into a more extensive form, namely, the entrepreneurial activity of entrepreneurial structures [9]. According to legislative acts, the definition of the term entrepreneurial activity and entrepreneurial structure is a structural composition of subjects of market relations, which include organisational and economic units created for the purpose of profit as a final result and functioning on an innovative and risky basis.

Next, the study considers the concept of «entrepreneurial structure» in more detail. This term implies an entrepreneurial organisation as a single economic entity of market relations, which is a whole complex of all its structural units, carrying out its activities autonomously, but in close contact with other market participants, the main features of which are the introduction of scientific and technological progress, innovation of production, processes, the development of the financial base, the sale of goods, services, functions [10]. The term «entrepreneurial structure» is more often applied to forms of small and medium-sized entrepreneurship. Analysing the approaches of different researchers to the definition of competitiveness, the author of the study clarified the understanding of the essence of this concept.

The analysis of the concept of competitiveness of business structures reflects a variety of approaches, differing in emphasis on certain aspects of entrepreneurship, competition and economic categories. The study offers its own definition of the competitiveness of entrepreneurial structures: «The competitiveness of entrepreneurial structures is the ability of an economic entity to conduct its business according to the most effective business management model, satisfying certain needs of end consumers in the market, offering better products (services), using quality resources, at an optimal price, in comparison with competitors» Notably, competitiveness is a special characteristic of a particular business structure, which is determined by a complex of both external and internal factors; competitiveness cannot be considered in the context of individual elements of the business structure; the basis of competitiveness is considered as the ability to retain a set of unique competitive advantages for a sufficiently long period of time; competitiveness of business structures implies a constant comparison with similar indicators of

competitiveness of competing companies. Figure 1 shows the main conditions for the establishment of entrepreneurial structures [11].

1	•The entrepreneurial orientation of the enterprise (firm), the system of organisation and management involves the encouragement, promotion, career growth of the authors of ideas: Stimulating proposals, ideas, innovations
2	•Organisational opportunities, creation of additional business units: Possibility of allocating new structural divisions
3	•Production capabilities, availability of high technologies: Technical and technological equipment
4	•Availability of resources, human capital - highly qualified professional employees: available resources, the possibility of attracting additional investments, obtaining loans and development loans

Figure 1 – Conditions for the establishment of entrepreneurial structures

Notably, after the conditions presented in Figure 4 are met, the entrepreneur can formalise their entrepreneurial idea in the form of a business plan supported by a feasibility study.

Having considered the conditions for the establishment of entrepreneurial structures, the study suggests considering six basic principles of managing the competitiveness of an entrepreneurial structure, which were highlighted by I. A. Sidunova (Figure 2) [12].

1	•Management of the competitiveness of an entrepreneurial structure mainly depends on the conjuncture of the environment of its functioning
2	•The management of the competitiveness of entrepreneurial structures is a directed impact on a specific object to achieve a specific goal for dominance by specific indicators or parameters over a similar system
3	•The management of the competitiveness of an entrepreneurial structure is based on the stable development of a certain model of behavior of a managed object, which should personify the result of management impact
4	•The management of the competitiveness of entrepreneurial structures must be effective
5	•Effective management of competitiveness is impossible without analysing a sufficient amount of relevant and timely information, since the process of managing the competitiveness of an entrepreneurial structure is a logically structured movement of information with purposeful behavior
6	•Management of the competitiveness of an entrepreneurial structure is a process of formation and self-realization of entrepreneurs in a particular business

Figure 2 – Six basic principles of managing the competitiveness of an entrepreneurial structure



It is recommended to structure the objectives of managing the competitiveness of business structures in the form of five groups of goals and criteria for their achievement (Figure 3).

<b>Market goals</b>
<ul style="list-style-type: none"> <li>•Criteria - share of risk, sales volume, change in proportions, priorities in product policy.</li> <li>•Typical targets: to increase sales through new promising products.</li> </ul>
<b>Production targets</b>
<ul style="list-style-type: none"> <li>•Criteria: production volume, quality indicators.</li> <li>•Typical targets: to ensure timely fulfillment of the requirements of market goals, to increase the volume of production in general, to improve the consumer qualities of the product.</li> </ul>
<b>Financial and economic goals</b>
<ul style="list-style-type: none"> <li>•Criteria: profit, profitability, financial stability, increase in property, etc.</li> <li>•Typical targets: stable provision of financial resources for the development programme of priority areas, increase in profits, increase in profitability, increase in equity capital through the construction of new enterprises and reconstruction of old ones.</li> </ul>
<b>Social goals</b>
<ul style="list-style-type: none"> <li>•Criteria: standard of living of employees, wages, social security, etc.</li> <li>•Typical targets: increase in average wages, living standards through benefits and bonuses, motivation and incentives for employees.</li> </ul>
<b>Management goals</b>
<ul style="list-style-type: none"> <li>•Solution of priority problems and development of priority areas leading to changes in competitive positions</li> </ul>

Figure 3 – Objectives of managing the competitiveness of business structures

One of the key components of the competitive potential, for example, of small entrepreneurship, is its ability to constantly modernise and introduce innovations, since enterprises and organisations of this type of entrepreneurship are more flexible and mobile, in terms of business reorientation, relative to their competitors, who belong to major players. The factors capable of influencing the competitiveness of entrepreneurial structures are processes and phenomena related to both the external environment and the economic activity of an entrepreneurial structure, the presence of which is considered necessary and sufficient to influence the criteria for the competitiveness of economic activity [13].

Factors that both promote and hinder the development of entrepreneurship: national policy, financial support, market openness/barriers to entry, economic climate, cultural and social norms, government programmes, corruption, implementation of developments, access to physical infrastructure, education.

Figure 4 highlights the factors of the internal business environment that affect the interaction for large and small business structures [14].

Large business structures	
Factors that promote interaction	Factors that hinder interaction
<ul style="list-style-type: none"> <li>• Economic (savings on transaction costs; high market share of the enterprise; availability of financial resources; developed image and business reputation of the company);</li> <li>• Scientific and technical (availability of R&amp;D funding; developed production structure; constant development and implementation of technologically advanced products);</li> <li>• Management (availability of effective mechanisms for the use of human capital; high corporate culture; orderly organisational structure of management; prevalence of vertical ties in the management structure; developed business strategy);</li> <li>• Socio-psychological (stable psychological climate; developed personnel motivation system)</li> </ul>	<ul style="list-style-type: none"> <li>• Economic (long production cycle; lack of narrow specialisation in production; high level of financial independence; instability of the external environment);</li> <li>• Scientific and technical (low speed of R&amp;D implementation due to a high level of bureaucracy);</li> <li>• Management (high level of bureaucratisation in the management structure; lack of management flexibility; rigid control over the activities of all interacting structures);</li> <li>• Socio-psychological (resistance to change)</li> </ul>
Small business structures	
Factors that promote interaction	Factors that hinder interaction
<ul style="list-style-type: none"> <li>• Economic (the mobility of production; narrow specialisation of production; low level of financial independence; lack of economic resources in sufficient volume; short production cycle);</li> <li>• Scientific and technical (the ability to quickly introduce new technologies for the production of goods, works, services);</li> <li>• Management (flexibility of the organisational structure; the predominance of horizontal ties in the management structure; reduced bureaucratisation);</li> <li>• Socio-psychological (readiness for change; stable psychological climate)</li> </ul>	<ul style="list-style-type: none"> <li>• Economic (restriction of freedom of market behaviour; instability of the external environment; low quality of produced goods and services; failure to meet delivery times);</li> <li>• Scientific and technical (stagnation of scientific and technological progress in the company);</li> <li>• Management (low qualification level of working and managerial personnel; lack of a developed business strategy; lack of organisational experience and legal framework);</li> <li>• Socio-psychological (resistance to change)</li> </ul>

Figure 4 – Factors of the internal business environment affecting interaction for large and small business structures

Notably, small enterprises have indisputable advantages over large business structures, for example: manoeuvrability of production, the potential for rapid technology adoption, the desire for change and a flexible organisational structure. Next, the study considers a generalised description of the factors affecting the competitiveness of entrepreneurial structures, which are presented in Figure 5 [15].

External	Internal
<ul style="list-style-type: none"> <li>• <i>at the level of the world economy</i>: the degree of the country's integration into world processes, the presence of international competitors, the country's competitiveness;</li> <li>• <i>at the level of the national economy</i>: the country's economic development, economic and political orientation, the standard of living of the population;</li> <li>• <i>at the level region</i>: support of business structures from the regional authorities, the level of competition for capital, investment attractiveness of the region</li> </ul>	<ul style="list-style-type: none"> <li>• <i>strategic</i>: factors characterising strategic potential (entrepreneurial, innovative, investment, production, human), organisational and managerial factors that take into account the state of organisational culture, the degree of adaptability of the organisational structure, strategic management of business processes, information support, taking into account the transparency of activities, information technology;</li> <li>• <i>tactical</i>: qualitative (quality of individual components - labour, products, processes, features of building business processes, pricing, increasing labour productivity);</li> <li>• <i>financial</i>: derivatives of strategic and tactical factors of competitiveness, expressed in the form of growth the value of business structures</li> </ul>

Figure 5 – Factors affecting the competitiveness of entrepreneurial structures

External and internal factors of competitiveness of entrepreneurial structures are presented in Figure 6.

External factors	Internal factors
<ul style="list-style-type: none"> <li>• structural factors (organisational and production structure of the enterprise, namely: its mission; specialisation and concentration of production; unification and standardisation of products; organization of production processes; regulatory-methodological base of management);</li> <li>• resource factors (cost of raw materials and other resources, the effectiveness of their use);</li> <li>• technical factors (technologies used in production and equipment used);</li> <li>• management factors (related to the quality and efficiency of management);</li> <li>• marketing factors (assortment, advertising and sales policy, as well as pricing policy)</li> </ul>	<ul style="list-style-type: none"> <li>• the level of competitiveness of the country;</li> <li>• the level of competitiveness market;</li> <li>• the level of competitiveness of the industry;</li> <li>• the level of competitiveness of the cluster</li> </ul>

Figure 6 – External and internal factors of competitiveness of entrepreneurial structures

To determine the competitiveness of an enterprise, it is necessary to determine the factors affecting the attitude of consumers to the enterprise and its products, and then, after evaluating its factors, the enterprise begins to collect information about competitors, considering their factors (Figure 7).

Factors of competitiveness of the enterprise	Factors of competitiveness of competitors
<ul style="list-style-type: none"> <li>•image (perception of consumers about its reputation, about the brand policy of the enterprise, etc.);</li> <li>•financial stability;</li> <li>•quality of goods, the level of their compliance with international standards;</li> <li>•development of R&amp;D, availability of innovative technologies;</li> <li>•commercial conditions (provision of loans, discounts);</li> <li>•organisation of a sales network (forms of sales, distribution system);</li> <li>•organisation of maintenance (terms of warranty repair, cost of service, etc.);</li> <li>•qualified personnel;</li> <li>•promotion of goods on the market, etc.</li> </ul>	<ul style="list-style-type: none"> <li>•size of competitors' market shares;</li> <li>•segments chosen as targets by competitors;</li> <li>•strategies of competitors (outstripping the leader, following leader, the strategy of the latter on the market);</li> <li>•reaction of competitors to the possible diversification of their business;</li> <li>•product policy of competitors;</li> <li>•prices new policy of competitors;</li> <li>•marketing policy of competitors;</li> <li>•policy in the field of promotion.</li> </ul>

Figure 7 – Factors affecting the attitude of consumers to the enterprise and its products, considering information about competitors

Fatkhutdinov R. A. suggests other criteria for grouping factors affecting the competitiveness of entrepreneurial structures. In the concept of Fatkhutdinov R. A., there is a division of factors into internal and external [16]. In particular, groupings are distinguished according to the following characteristics:

- by field of activity (markets, consumer segments);
- by advantage (the presence of competitive advantages of various kinds – financial, technological, marketing, personnel, etc.);
- by market access (availability of sales channels and communication during the market introduction);
- by type of activity (development of types of activities, their compliance with the market needs).

The independent purpose of competitor analysis is focused on finding vulnerabilities in the positions of competitors, since they form the basis for finding areas in which to strengthen the own competitive positions of the business structure [17]. Figure 8 shows the indicators involved in the analysis of competitive potential in the context of assessing the level of competitiveness of entrepreneurial structures [17].

General analysis of the competitive environment
<ul style="list-style-type: none"> <li>• identification of competitors (real and potential);</li> <li>• analysis of the goals and strategies of competitors, the resulting performance indicators;</li> <li>• identification of the strengths and weaknesses of competitors</li> </ul>
Analysis of the competitiveness of the entrepreneurial structure
<ul style="list-style-type: none"> <li>• characteristics of key competitors (based on the results of a general analysis of the competitive environment);</li> <li>• formation of a system of private indicators characterising the competitive (innovative) qualities of an entrepreneurial structure;</li> <li>• ranking indicators by degree of importance;</li> <li>• assignment of quantitative assessments the selected indicators;</li> <li>• determination of private indices of the competitiveness of the entrepreneurial structure;</li> <li>• determination of the generalising competitiveness index for each compared option;</li> <li>• comparison of the generalising competitiveness indices</li> </ul>

Figure 8 – Indicators involved in the analysis of competitive potential in the context of assessing the level of competitiveness of entrepreneurial structures

In the regions, measures are being formed and implemented to support, stimulate the investment process, attract investment from within regional and external sources, and a special investment climate is being created [18].

1	• financial support measures
2	• government policy (federal and regional)
3	• opportunity to participate in government programmes at all levels: federal, regional, municipal
4	• measures to increase the level education and professional training of entrepreneurs
5	• introduction of scientific and technical developments, various results of scientific research
6	• availability of commercial and professional infrastructure supporting the entrepreneurial process
7	• degree of market openness, availability barriers to market entry
8	• access to physical infrastructure (telephone, mail, internet, basic utilities, transport, office space, etc.
9	• cultural and social norms that reflect attitudes towards entrepreneurship by society

Figure 9 – Key conditions for the development of entrepreneurship

The importance of the investment climate as a factor determining the development of entrepreneurship is certainly recognised both at the regional and national levels, which is reflected in specific programmes and other documents. The administrative and economic mechanism for stimulating the development of entrepreneurship, proposed by Guerrero M., Urbano D. and Fayol A., is shown in Figure 10 [18].

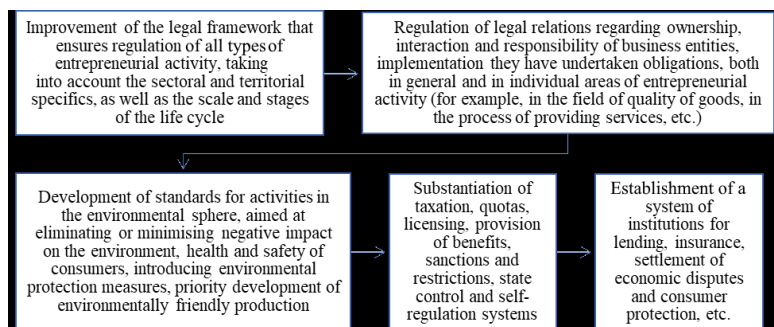


Figure 10 – Administrative and economic mechanism for stimulating the development of entrepreneurship

The development of a strategy today includes several opinions, namely: the embodiment of the intentions of the management; the implementation of the potential of the team; rational management; the creation of competitive advantages; monitoring the adequacy of the environment [19].

The process of strategic planning in management should be subject to certain rules: timeliness, unity of command, self-financing, reasonableness, complexity and purposefulness [19]. The study suggests that the strategic planning system determines the course and pace of business development, outline global market trends, understand what organisational and structural changes must occur in the company in order for it to become competitive, what is its advantage. The tasks of strategic planning for the development of competitiveness are reduced to: planning profit growth, planning the level of costs, increasing market share, sales share, improving the social policy of the organisation [19].

Strategic planning can be defined for the future: long-term (5–15 years), medium-term (2–5 years), and current plans (1 year). Having considered many papers devoted to the topic of strategic planning and development of competitiveness, competitive advantages, the study came to the conclusion that there is no single or generally accepted classification of types of entrepreneurial strategy. The choice of strategy of an enterprise depends, first of all, on its internal capabilities, its human and technological potential [20]. Thus, the main strategic objectives and a number of goals of the strategic development of the enterprise can be seen.

The main tasks to be solved in assessing the competitiveness of business structures can be distinguished [20]: determine the level of competitiveness at the time of the study; analyse and evaluate patterns and trends in ensuring the competitiveness of business structures during the study period; analyse

and evaluate the factors that negatively affect the competitiveness of business structures; assess possible reserves for increasing the level of competitiveness of the business structure. The mechanism of ensuring the competitiveness of entrepreneurial structures is presented in Figure 11 [20].

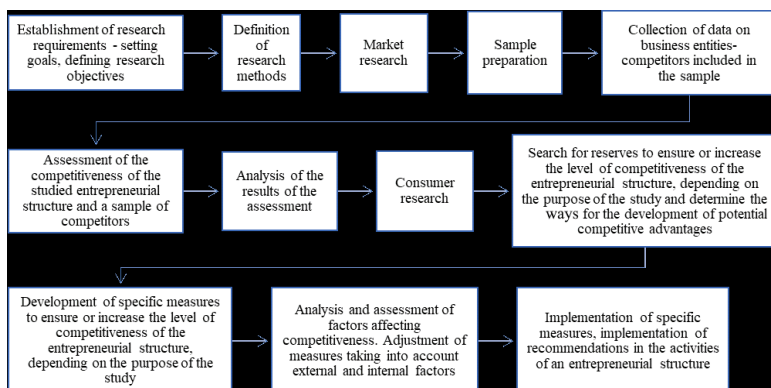


Figure 11 – Mechanism for assessing the competitiveness of entrepreneurial structures

Notably, competitiveness is relative, i.e., it is determined during the comparison of a number of options among themselves and it is the relative indicator that should be used in its evaluation. Such an indicator must have an integrative nature, i.e., integrate a number of particular parameters, considering their significance and the degree of influence on the integral (generalising) indicator.

Table 1 shows the form that should be filled out to assess the competitiveness of entrepreneurial structures. The indicators in Table 1, the calculation of which is necessary to assess the competitiveness of entrepreneurial structures, reflect the most important aspects of entrepreneurial activity. Based on the analysis of factors, conclusions are formed about the strengths and weaknesses of competitors in the appropriate tabular form (Table 2), which are the final characteristics of the marketing analysis of the competitive environment. Such conclusions reflect the capabilities of the enterprise in the field of competition and the prospects of its behaviour in the market, which corresponds to the tasks and functions of controlling. Figure 12 shows the classification of methods for assessing the competitiveness of entrepreneurial structures.

Table-1 – The initial information database for assessing the competitiveness of entrepreneurial structures

Indicator name	Information source
Revenue of an entrepreneurial structure	Form No. 2 «Statement of financial results»
Revenue of an entrepreneurial structure included in the sample	Form No. 2 «Statement of financial results»
Costs of the entrepreneurial structure included in the sample	Form No. 2 «Statement of financial results»
Operational efficiency of the entrepreneurial structure	
Operational efficiency of the entrepreneurial structure in the sample	These indicators are calculated based on data on the volume of revenue and costs
Revenue of the entrepreneurial structure in the previous reporting period	Form No. 2 «Statement of financial results»
Revenue of the entrepreneurial structure included in the sample in the previous reporting period	Form No. 2 «Statement of financial results»
Index of change in the volume of proceeds of the investigated business structure	These indicators are calculated based on data on the volume of proceeds
Index of change in the volume of proceeds for the sample	
Intellectual property of the entrepreneurial structure	Data on the intangible assets of the entrepreneurial structure: Form No 1 «Balance Sheet»
Intellectual property of the entrepreneurial structure included in the sample	Data on the intangible assets of the entrepreneurial structure: Form No 1 «Balance Sheet»
Non-current assets of the entrepreneurial structure	Data on the non-current assets of the entrepreneurial structure: Form No 1 «Balance Sheet»
Non-current assets of the entrepreneurial structure included in the sample	Data on the non-current assets of the entrepreneurial structure: Form No 1 «Balance Sheet»
Coefficient of provision of intellectual property of the investigated entrepreneurial structure	These indicators are calculated based on data on the amounts of intangible assets and non-current assets of an entrepreneurial structure
Coefficient of provision of intellectual property of the entrepreneurial structure, data included in the sample	
Cost of the entrepreneurial structure for innovative activities	Internal reporting of the business structure
Cost of the entrepreneurial structure included in the sample for innovative activities	
Total costs of the entrepreneurial structure	
Total costs of the entrepreneurial structure in the sample	Internal reporting of the business structure
Indicator of the importance of innovation for an entrepreneur within the studied entrepreneurial structure	



Indicator of the importance of innovation for an entrepreneur within an entrepreneurial structure included in the sample	These indicators are calculated based on data on the costs of innovation and data
The volume of proceeds from the sale of innovative products of the entrepreneurial structure	Internal reporting of the business structure
The volume of proceeds from the sale of innovative products of the entrepreneurial structure included in the sample	
Indicator of the share of sales of innovative product of the entrepreneurial structure	These indicators are calculated based on data on the share of innovative products in the total volume of sales
Indicator of the share of sales of innovative product of the entrepreneurial structure included in the sample	

However, this circumstance leads, according to the study, to a reduction in attention to the important provisions of the competitiveness assessment, which reduces the practical significance of the requirements.

Notably, the crisis of 2020, associated with the simultaneous fall in world oil prices and the coronavirus pandemic, had a very strong impact on the competitiveness of the economy in every country. Those economies in which the resource and «intellectual» components are balanced were able to adapt faster. But it is the development of high technologies, especially in the field of medicine and pharmacy, information and communication technologies that can help overcome the crisis faster.

### **Conclusions**

The competitiveness of business structures is a process of creation, production and sale of goods and services that are in demand in the sales market. The degree of competitiveness is considered as a percentage of the efficiency of mastering its not only financial potential, but also working, industrial, scientific and technical. The degree of competitiveness of business structures is always a changing quantity. In this regard, as soon as a certain level of competitiveness is achieved, it should be tried to keep it in all possible ways. Inaccuracies made in assessing the competitiveness of an organisation can turn into mistakes in the management of competitiveness and, consequently, the deterioration of the company's market position may occur.

To assess the competitiveness of business structures, it is necessary to constantly monitor the requirements for its implementation. The number of competitiveness factors is almost infinite, and no matter how extensive the list is, it will not be exhaustive, which means that conducting an assessment of competitiveness based on such a list will not be reliable. Whatever strategy

for the development of competitiveness is chosen by the head of the business structure, it is important that at the initial stage he should have several options for its implementation, because the area that is chosen as a reference may not always be correct, and, in this regard, there should be options for the development of the enterprise in new conditions, in crisis, under force majeure.

Summing up, it can be concluded that in the current crisis conditions provoked by the coronavirus pandemic, it is necessary to consider increasing competitiveness in the national market, and study new markets, because after the world gradually comes to its senses, after isolation, the opening of all borders, air travel and air transportation between all countries will be allowed, the market may undergo serious changes, although changes are already visible, according to the results of 1.5 years of the pandemic. For example, many current market players declare themselves bankrupt, completely new enterprises appear to replace them, in particular, there are more small players who easily compete with large players, in this case the struggle is not only for their already existing share, but also in general for the conquest of new consumers and markets for their products.

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### **СТРАТЕГИЯЛЫҚ ЖОСПАРЛАУ ӘДІСТЕРІ НЕГІЗІНДЕ БИЗНЕС-ҚҰРЫЛЫМДАРДЫҢ БӘСЕКЕГЕ ҚАБІЛЕТТІЛІГІН АРТТЫРУ**

*Бұл зерттеудің өзектілігі қазіргі кәсіпкерліктегі бәсекеге қабілеттіліктің артып келе жатқан рөлімен түсіндіріледі. Қазіргі нарық жағдайында бәсекеге қабілеттілік – тауарлар, жұмыстар мен қызметтерге деген сұранысты реттейтін негізгі тетік болып табылады. Нарықтық ұсынысты қалыптастыратын әртүрлі экономикалық субъектілер арасында сұранысты реттеу осыған байланысты жүзеге асады. Әсіресе шағын және орта бизнес (ШОБ) секторында жаңа қатысушылардың үздіксіз пайда болуы жыл сайын бәсекелестікті күшейтуде. ШОБ өкілдері ірі кәсіпорындармен тең дәрежеде бәсекелесіп, икемділігі мен нарық жағдайына тез бейімделу қабілетін көрсетуде. 2020 жылдан бастап COVID-19 пандемиясына байланысты әлемдік нарықтың тұрақсыздануы ШОБ арасындағы бәсекелестікті одан әрі күшейтті. Кейбір салаларда ірі корпорациялар нарықтағы үлесін жоғалтып, шағын кәсіпорындарға жол беруде, себебі олардың нарықтағы жаңа өзгерістерге бейімделуі баяу жүреді. Сонымен қатар, бәсекелестік тек нарық үлесі мен тұтынушылар үшін ғана емес, сонымен бірге шетелдік жеткізушілерден қажетті ресурстарды алу үшін де жүруде. Бұл жағдай макроэкономикалық тұрақсыздықпен күрделене түсуде. Зерттеудің ақпараттық базасы бәсеке, бәсекеге қабілеттілік және салалық нарық ерекшеліктеріне арналған ғылыми еңбектерден тұрады. Нәтижесінде кәсіпорындардың бәсекелік әлеуеті мен артықшылықтарын айқындайтын негізгі факторлар мен көрсеткіштерді анықтау әдістемесі әзірленді. Зерттеудің практикалық маңызы – ұсынылған ұсынымдарды Қазақстан*

*Республикасындағы кәсіпкерлікті дамытуға бағытталған мақсатты бағдарламаны әзірлеудің негізі ретінде қолдануға болады.*

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## **ПОВЫШЕНИЕ КОНКУРЕНТОСПОСОБНОСТИ БИЗНЕС-СТРУКТУР НА ОСНОВЕ МЕТОДОВ СТРАТЕГИЧЕСКОГО ПЛАНИРОВАНИЯ**

*Актуальность данного исследования обусловлена возрастающей ролью конкурентоспособности в современном предпринимательстве. В условиях сегодняшнего рынка именно конкурентоспособность выступает ключевым механизмом регулирования спроса на товары, работы и услуги среди различных экономических субъектов, формирующих рыночное предложение. Постоянное появление новых игроков, особенно в секторе малого и среднего бизнеса (МСБ), усиливает конкуренцию с каждым годом. МСБ всё чаще успешно соперничают с крупными предприятиями, демонстрируя гибкость и способность быстро адаптироваться к изменяющимся рыночным условиям. С 2020 года глобальная дестабилизация рынка, вызванная пандемией COVID-19, ещё больше обострила конкуренцию, особенно среди представителей МСБ. В отдельных отраслях крупные корпорации даже уступают позициям малым компаниям из-за их меньшей мобильности и медленного реагирования на новые реалии рынка. Кроме того, конкурентная борьба ведётся не только за долю рынка и клиентов, но и за доступ к необходимым ресурсам от зарубежных поставщиков, что осложняется нестабильной макроэкономической ситуацией. Информационная база исследования включает научные труды, посвящённые вопросам конкуренции, конкурентоспособности и особенностям отраслевых рынков. Результаты позволили разработать методику определения ключевых факторов и показателей, характеризующих конкурентный потенциал и преимущества действующих бизнес-структур. Практическая*

*значимость работы заключается в том, что предложенные рекомендации могут быть использованы как основа для разработки целевой программы развития предпринимательства в Республике Казахстан, направленной на повышение конкурентоспособности и устойчивого роста бизнеса.*

*Ключевые слова: конкурентоспособность, бизнес-структуры, развитие предпринимательства, стратегическое планирование, конкурентный потенциал.*

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