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**Ibrayeva Aliya Kabyshevna**

Shakarim University of Semey, Semey, Kazakhstan

E-mail: Zeretai@mail.ru

## **Increasing the productivity of enterprises based on the development of interstate relations and joint ventures: world practice**

**Abstract.** The article considers the increase in competitiveness in the current economic conditions of industrial enterprises, which is becoming a priority, the solution is based on the formation of large clusters. Cluster operations can provide not only added value through high-tech industrial designs, but also develop sustainable competitive advantages of cluster member industries. This is because the use of cluster strategies in enhancing the competitiveness of the industrial complex is being considered in the case of the developed economies, without taking into account the specificities of national differences and the level of industrial production at former Soviet Union space, and the role of government regulation.

**Keywords:** economy; digitalization; factor; model; human capital

Despite the existence of numerous studies to improve the competitiveness of industrial enterprises and to establish industrial clusters, there is still no comprehensive understanding in the economic literature of the use of cluster strategies to enhance the competitiveness of the industrial complex as a whole and its individual industries. This is because the use of cluster strategies in enhancing the competitiveness of the industrial complex is being considered in the case of the developed economies, without taking into account the specificities of national differences and the level of industrial production at former Soviet Union space, and the role of government regulation. In addition, most concepts, approaches aimed at improving the competitiveness of industrial enterprises are poorly linked. The vast majority of researchers have focused on selected aspects of the functioning of industrial clusters and have paid insufficient attention to the development of strategies to improve enterprise competitiveness within established clusters.

There is a need to analyse how to diversify the business and how to create a diversified portfolio.

In line with the approach proposed by the Swiss scientist Martial Pasquier, the optimization and selection of the most promising activities should take into account three groups of factors:

- macroeconomic factors reflecting market fluctuations in different sectors of the economy;
- sectoral factors such as the level of intra-industry competition, the growth rate of the industry and its life cycle;
- factors in the internal business environment of the enterprise, including the competence of administrative and managerial personnel, the level of their loyalty and motivation.

The most promising areas of activity are defined on the basis of taking into account these groups of factors, which is the merit of the concept of optimization M. Pasquier, which involves a comprehensive analysis of the main macroeconomic factors and the most important sectoral parameters. This approach presents an opportunity to obtain an objective picture of the state of the environment and thereby to assess its impact on the performance of the enterprise.

M. Porter, in the process of defining the most promising areas of activity (in the process of optimization), considers it necessary to concentrate on the study of the external business environment and to include in the field of analysis the competitive environment in the market of presence of the enterprise, competitive positions of companies producing similar types of industrial products, consumer behaviour patterns, levels and trends of supply and demand. If unfavourable trends in the target market are detected, or if the pressure of competitors increases, the potential for success in this area (business direction) is low. In addition, the Porter Analysis (excluding externalities) takes into account the creation of synergies that may result from optimization or reasonable diversification. For example, reducing unit costs for advertising communication and promotion programmes, brand maintenance and others.

At the same time, the emphasis is placed on the study of international markets and, in accordance with this, to carry out optimization of the activity of the enterprise, at the same time proposing to use the so-called «5 factor model of industrial competition». On the basis of an analysis of existing approaches to optimizing activities, it should be noted that foreign approaches to the formation of an optimal portfolio of industrial enterprises are not devoid of the following disadvantages:

- The list of optimization criteria is far from complete, and in the process of optimizing activities for each industrial enterprise it is necessary to create its own individual set of optimization criteria depending on the specifics and conditions of operation.
- Non-systematic ranking by optimization criteria.
- Lack of logic in planning the structure of a diversified product portfolio.
- Not clear what specific criteria should be used to select the most promising diversified portfolio of products, since none of the proposed methodologies is able to produce a single value by combining the indicators.

With regard to the Russian approach to studying the problem of optimizing the enterprise's activities, it may be noted that the first steps in this sphere were taken by G. Nemchenko, which has conducted a thorough study of the theoretical basis of optimization and on this basis has established certain groups of factors and criteria for selecting the most promising areas of activity for enterprises. Groups of G. Nemchenko factors on the basis of which optimization criteria are determined:

1. Macroeconomic factors, including indicators of the development of a competitive environment, market institutions and the socio-economic development of the country as a whole.

2. Efficiency factors reflecting the performance of the enterprise in a particular area of activity, the length of the financial cycle, the level of liquidity, the performance of the main financial indicators.

Within the framework of the approach proposed by Bogatyrov S. (based on foreign concepts and practices of foreign optimization), the optimization of industrial enterprises should attract capital assets as fully as possible, trying to minimize optimization costs. The selection of the most promising areas of optimization should be made on the basis of a comparison of the potential profitability of capital investments. Therefore, this author introduces the indicator — the measure of increase efficiency — so-called optimization limit, which is a function of the economic environment and enterprise parameters. If the optimization results in a substantial exceedance (over-optimization), the profitability and market value of the enterprise may be significantly reduced. In doing so, the author explores optimization processes only for large industrial systems and financial and industrial groups, and therefore the possibility of involving this capital in optimization processes is being considered.

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**Ибраева Алия Кабышевна**

НАО «Университет имени Шакарима города Семей», Семей, Казахстан  
Старший преподаватель кафедры «Экономики и финансов»  
Кандидат экономических наук  
E-mail: Zeretai@mail.ru

## **Повышение конкурентоспособности промышленных предприятий на основе развития межгосударственных связей и расширения взаимодействия: мировая практика**

**Аннотация.** В статье рассмотрено повышение конкурентоспособности в современных экономических условиях промышленных предприятий, что становится приоритетом и решение которого основано на формировании крупных кластеров. Кластерные операции могут обеспечить не только добавленную стоимость за счет высокотехнологичных промышленных образцов, но и развивать устойчивые конкурентные преимущества отраслей, входящих в кластер. Это связано с тем, что использование кластерных стратегий повышения конкурентоспособности промышленного комплекса рассматривается применительно к странам с развитой экономикой, без учета особенностей национальных различий и уровня промышленного производства на постсоветском пространстве, а также роль государственного регулирования.

**Ключевые слова:** экономика; цифровизация; фактор; модель; человеческий капитал

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