Identification of strategic instruments to improve the competitiveness of the services industry, strategic development

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Abstract. The article presents the importance of assessing the competitiveness of enterprises in the Russian Federation, which is determined by the needs of the real sector of the national economy. At present, in world practice, investments in the road sector are growing, but at the same time, investors have become more prudent and demanding in their expectations from investment proposals. The purpose of this study was to identify the main development trends of competitiveness, sustainability and strategic development of the Russian Federation enterprises, allowing to assess the potential of the studied industry and its internal environment (personnel). The author's research results presented will allow to formulate “recession points” and determine the development trends of this industry, including the regions of the Russian Federation.

The article will be useful to business owners, civil servants, educational organizations, which prepare students and undergraduates in the economics of enterprises (by industry) and personnel management.

1 Introduction

In today’s competitive environment, absolutely all Russian enterprises need modernization and optimization, namely, the need to create innovative conditions for the future development of the Russian economy and its transition to a new stage of development. We believe that it is impossible to come to this without studying foreign experience and introducing basic technologies into innovative business processes, which is of great importance for the sustainable and competitive development of the road industry, which is key in the national economy.

2 Literature Review

In the article institutional approaches, rating method and particular methods of economic analysis, such as grouping, qualitative and quantitative analysis, expert assessments, were used.
The works of Gamble P., Kotler F., Merlin P., Porter M., Taylor S., Hayek F. are devoted to general theoretical questions of studying competitive development.

The scientific analysis of institutional economics and institutional approaches to the development of various institutions is reflected in the works of Veblen T., Lakatos I., North D., Hodzhons J.

Studies on the strategic management of the national economy enterprises are reflected in the works of Russian scientists Andreev A., Vesnin V., Gusev Yu., Egorov D., Ivanova E., Kuznetsova E., Nerovnya T., Ragimov F., Fatkhutdinov R., Fashiyev H.

It is necessary to highlight famous scientists who are trying to find a scientific answer to the real challenges of modernizing of Russian economy branches: Aganbegyan A., Borodin A., Voronin V., Galazova S., Deniskin V., Izryadnova O., Kerefov M., Kostenkova T., Novoselov S., Savvateev E., Fomin P., Cherkesova E.

3 Method

...Method for the analysis of this problem, theoretical and empirical methods, quantitative and qualitative analysis methods, data aggregation methods, expert evaluation method, classification and structuring of information method, comparison method, reference and statistical data were used...

4 Procedure

...Based on the study of methodology “The Global Competitiveness Report” of K. Schwab were revealed the points of the decrease in the social and economic indices of Russia [1]. In our opinion they have a negative impact on many branches of the Russian economy, including the road sector. Thus, there is a need to develop the author’s vision of the rating assessment of competitiveness, sustainability and strategic development of enterprises in the road sector, based primarily on the efficiency and quality of work of managerial staff, middle and lower level employees, on the internal environment analysis of enterprise, and to determine the role and place of the enterprises in the institutional environment.

5 Results

...As a result of the study, both general trends of the studied economic category in the world and in the Russian Federation were described. Justification of these trends makes it possible to assess the tactical, strategic and personnel potential at the enterprises of the Russian Federation.

The main problems of the road industry competitive development are the critical points, such as insufficiently developed technological base, non-compliance with basic professional standards, insufficient professional responsibility of personnel in the implementation of a collective goal. An important problem is the impact of the level and quality of life of the population on the performance of their work and contribution. In this regard, it is appropriate to note that according to the rating results of the international economic forum in determining the index of global competitiveness, the Russian transport industry for 2017-2019 ranks the 123rd place among 138 countries [1]. It is far from the leading countries on the main indicators and criteria of assessing competitiveness. And if you study the roads quality rating in the world, then the situation in Russia is deplorable – 123rd place out of 138 countries analysed. The leading echelon countries are currently the UAE, Singapore and Hong Kong [1].
Therefore, the problem is acute for all of us, and it affects the population safety of life. Let us study such a centuries-old problem for our country as competitiveness. It is closely connected with such significant concepts as sustainability and strategic development, and as a well-established definition, it has a rather complex structure (Figure 1). In our opinion, technological, personnel, marketing, technical, innovative ecological and investment components should be singled out as the most important components, and then, based on the hierarchy of the system, it is clear that each of its components consists of several elements [6].

Fig. 1. The proposed components for the formation and maintenance of competitiveness, sustainability, strategic development of the road industry enterprises.

It follows from the Figure that all components are interconnected and interdependent. Analysing the concept of improving competitiveness, sustainability and strategic development, we came to the conclusion that all the efforts of economists to create a universal concept are quite far from reality. In our opinion, the technologies of the process management of strategic and sustainable development in road sector enterprises, based on the situational methodological approach, that is, taking into account many factors that influence a specific situation, can be more adequate.

Let us consider the economic category of strategic sustainability in more detail. We understand the strategic sustainability of enterprise as balanced ability to create, develop, modernise and use tools effectively for successful long-term development (institutional capabilities, strategic priorities, striving for a comparative advantage, compliance of product quality with quality management system), taking into account personnel, financial, market, investment, technological, informational, innovative sustainability in the efficiency and quality of work of all parts.

As part of expanding the methodological and informational base for making management decisions, we propose a comparative analysis to identify the features of various existing approaches to assessing competitiveness, sustainability and long-term strategic development of enterprises as key characteristics of the institutional environment. Thus, marketing approach to assessing competitiveness, sustainability of enterprises and their strategic development for the long term is to identify weights to assess the market situation in a competitive environment and to determine indicators of changes in the market situation, which will make it possible to forecast how the competitive advantages in the market will change in the future.

In our opinion, application of systematic approach, which is one of the basic ones, will allow us to logically reach a number of equivalent technical management decisions, and the objective of the systems approach will be to express the principles and concepts of system research at the level of a unified general scientific methodology.
An innovative approach to the assessment of enterprise competitiveness, sustainability and strategic development is very important and is both strategic and innovative in nature. On the one hand, it gives the right to create innovations, and on the other - to evaluate those who create them.

A complex approach examines a complex assessment of enterprise competitiveness, sustainability and strategic development on the base of the identification not only tactical, but also potential degree of stability with respect to innovation activity. Competence approach is relevant to the assessment of enterprise competitiveness, sustainability and strategic development. He studies the internal environment, namely: the personnel and the interrelation of personal-behavioral and professional competencies of the employees necessary for working in a competitive environment, offering innovative tools and a niche for delimitation of competence, both in the sectors of the national economy and in life of society, and when it reaches the "qualitative result".

Thus, a strategically important adaptation process to institutional changes is needed - improving the tools of competitiveness and sustainability management in the road-building complex through the implementation of strategic tools. Investigating cross-country analysis, it should be noted that a complex of strategic planning and forecasting for top, middle and entry management is used as an effective tool for sustainable development, and the influence of exogenous and endogenous factors is promptly determined and taken into account.

Accordingly, we believe that the management mechanism in the road-building complex should be improved, adapting and improving it at all stages of the life cycle. To do this, it is advisable to determine the tool and its socio-economic significance. The development of the industry in a dynamically changing environment we are studying is a strategic tool for building sustainable development path of the Russian economy. For this, it is necessary to develop a methodology of rating assessment of competitiveness, sustainability and strategic development, which allows us to assess the level of enterprise development, minimizing the risks associated with bankruptcy and the crisis management.

Despite Russia's leading position in the world rating on the availability of natural resources, all of the listed components of competitiveness, including innovation, are characterized by rather low results with a high scientific potential.

According to the results of the WEF rating, the United States ranks 3rd from 138 countries in competitiveness in the world (for 2019) [1]. Let's highlight the following advantages of this country from a large number of advantages: high growth efficiency (Figure 2), payment, productivity and a willingness to delegate authority (Figure 3).

Fig. 2. Rating of managers' readiness for Labor Market Efficiency for 2017-19. (compiled by the authors).
Thus, according to the WEF, the UK ranks 6th out of 138 countries analyzed in competitiveness\[1\].

So, it should be noted from the above that the education level and competence of managers, top managers of the services companies, their international experience reduce the priority of additional staff training. In recent years, since 2019, it has more often been dictated by global crisis phenomena as an opportunity to reduce financial costs.

6 Discussion and Conclusion

We have substantiated that, in terms of innovation potential, Japan is one of the leading countries in the field of scientific research such as high technologies, biomedicine and robotics. Transport and communications play a significant role in the Japanese economy\[2\]. On the territory of the country there are a large number of medium-sized and small enterprises related to others industries and enterprises in economic groupings. This relationship is based on the historical traditions of Japan, from the depths of which economic relations between enterprises (corporate groups), their management and staff (the principle of life-long employment)\[4\] are built.

In the rating for 2017-2019 WEF, France ranks 7th from 138 countries in competitiveness. Let us highlight the following from the large number of advantages of this country: high innovation potential (Figure 5), degree of customer orientation (Figure 6), the level of personnel training (Figure 7) and the level of cooperation between the employer and employees (Figure 8).
Despite the shortcomings in the quality level of higher education that meets the requirements of a competitive economy and education management, which does not fully meet the requirements of the business community, one of the priorities of Japanese companies is staff training, high social responsibility of business leaders, employee motivation. Accordingly, in our opinion, corporate values should be taken into account in accordance with the values of the enterprise personnel itself, because customer satisfaction is an important goal of the enterprise.
Thus, the key factors that adversely affect the formation of competitiveness, sustainability and strategic development were identified as a whole by Russian scientists of Higher School of Economics and supplemented by the results of an anonymous survey of employers in urban districts of Rostov region.

Key factors: insufficient demand for companies products in the domestic market; high level of taxation; lack of financial resources; the uncertainty of the economic situation; deterioration and lack of equipment; a high percentage of commercial loans; lack of qualified personnel; competing imports; insufficient demand for companies products in the foreign market; imperfection of the regulatory framework.

In his speeches, the president of the Russian Federation V.V. Putin has repeatedly emphasized that “the only alternative to such a course of events is the strategy of innovative development of the country”, that relies on one of our competitive advantages - human potential realization, the most effective use of people’s knowledge and skills for continuous improvement of technologies, economic results of each of us, the life of society as a whole.

Summarizing all the above, we come to the following conclusion:

In our opinion, it is necessary to work out a clear toolkit of actions - from development to introduction of innovations, contributing to the increase in innovation and business activity of employees, enterprises and the industry as a whole.

Thus, we believe that the imperatives of expanding the scope of market institutional tools as a strategy for the long-term development of national industry dictate the need for anti-crisis measures to protect against the negative impact of risks affecting the sectors of the national economy. This will make it possible to strengthen the argumentation of the support for the formation of innovative “points of growth” in the Russian economy sector, while enhancing the role of effective management and the use of institutional capabilities.

References


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