METHODOLOGY FOR MANAGING THE COMPETITIVENESS OF INDUSTRIAL ENTERPRISES IN RUSSIA

INTRODUCTION
Currently, in connection with the processes of modernization in the economic sphere and changes in market conditions, there is a need to improve the approaches and methods of production management in the country. With the changes taking place in Russian economy, industrial enterprises also had a reform, which required new quality requirements and quantitative changes in production. Enterprises faced the emerging competitive conditions. Changes in the country’s economy in order to facilitate the process of switching industrial enterprises to economic conditions in the market are ineffective, which can be observed in the inability to compete in any market (PORTER, 2005). The country’s economy is in this state mainly due to outdated mechanisms for managing industrial enterprises, while modernization of the market and enterprise management mechanisms is required, an orientation towards market management mechanisms tested by economically developed states, which develops the ability of enterprises to adapt to market conditions (ANIKIN, 2000).

The modernization of the process of managing the competitiveness of enterprises is facilitated by the marketing system, which establishes what impact the market environment has on the performance of an enterprise in market conditions. After analyzing the situation on the basis of comparing the competing sides of market relations, it is possible to identify ways of effective, financially beneficial infusion into market conditions. The preservation of stable position in unstable market conditions and conditions of the negative influence of competition is facilitated by a set of measures that involve the analysis of the enterprise’s activities, elimination of errors, clear understanding of its position in the market environment, etc.

Today, marketing management mechanisms aimed at determining the impact on the functioning of enterprises of those circumstances of the market system that cannot be predicted are relevant. Such mechanisms allow enterprises to acquire a stable position in a competitive market environment. The enterprise seeks, as it was already noted, to analyze and establish its position in unstable market conditions; to predict the influence of various factors of the market system and possible ways of responding to them; to identify the existing errors of their activities and the existing advantages in relation to competing enterprises; to identify their ability to compete and identify ways or take measures to develop this ability; to predict possible vectors for the development of the market system and to develop strategies for profitable behavior in these areas, taking into account the conditions of competition. In order to achieve all of these, the enterprise monitors and diagnoses the degree of impact on the functioning of the enterprise of unstable external conditions, the activities of competing enterprises.

The ability of an enterprise to compete determines the degree of its ability to resist the influence of negative factors of the market system and the acquisition of a stable position in these conditions. The existing phenomenon of competition in the market requires enterprises to study and diagnose their activities and the factors of the market as much as possible. Taking these circumstances into account contributes to the acquisition of an effective position by the enterprise in a competitive environment. It is important not only to determine the position in the competitive market conditions, but to quantify the ability to compete and develop mechanisms for managing competitiveness. Only the willingness to apply innovative mechanisms in the management process and the ability to quickly adapt to changing market conditions contribute to the survival of the enterprise. Thus, the effective functioning of an enterprise is determined by diagnosing competitiveness and developing mechanisms for managing it, which contributes to the formation of the enterprise’s skills to effectively respond to changing conditions of market relations, to improve the positive features of the activities.

AUTHORSHIP
Gennady V. Tikhonov

PhD in Economic Sciences, Associate Professor, Moscow Aviation Institute (National Research University), Moscow, Russian Federation, Russian Federation, Russian Federation, 125993, Moscow, Volokolamskoe highway, 4.

ORCID: https://orcid.org/0000-0001-8502-0235
E-mail: gennadytikhonov@mail.ru

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carried out, to identify and eliminate existing errors, to improve results and acquire a stable position in the field market (NOVIKOV, 2020).

THEORETICAL BASIS
An analysis of the results of the implementation and practical use of monetary resources sometimes shows that there are discrepancies between the forecast of the results of the decisions made and their implementation in practice. This process is called "unforeseen effect". During the import of institutions within such legal systems, effective and ineffective ways of behavior are formed, called institutional traps (RAMAZANOVA, 2018). Since ineffective paths are not weeded out, they often become entrenched in their position for a long time. There are many varieties of these traps today, many of which have historically been established in Russia and require serious measures to get rid of them. An example is corruption in Russia, which seriously hinders the possibility of any development of the economy and other spheres. The relevance of the study is determined by the possibility of improving the country’s economy, suppressing possible new institutional traps by preliminary research of the mechanism of traps, the consequences of their occurrence and ways to overcome them. Economic reforms in some countries have caused unpredictable negative consequences. This, in turn, prompted the calculation of the mechanism of action of economic transformations and formulating this in the form of an explanatory reason for these economic failures of the theory. Thus, one of the constructed theories is the theory of institutional traps. The problem of institutional traps has worried many researchers in the field of economics: E.V. Balatsky, P. David, E.A. Brendeleva, V.M. Polterovich, etc. The term “institutional trap" was first used by V.M. Polterovich to designate an ineffective, indestructible self-developing norm. Any stable negative phenomenon is called an institutional trap: barter, corruption, tax evasion, etc. In foreign sources, this concept is found as a “lock-in effect” or QWERTY effect (D. North). The concept and theory of institutional traps is inseparable from the concept of transaction costs, which are understood as the costs of interaction between an agent and partners within a certain model of behavior (KAPITAN, BORISOVA, 2012).

There is another type of cost: transformational one. These are costs due to the transition from one norm to another. Breaking out of the institutional trap is difficult. This can be seen in the example of the economic state of Russia. When trying to get out of the trap, one has to face a huge volume of costs of institutional transformation, which makes this process very flawed. The system will remain in this trap until the very state of the crisis. The demand for innovation is expressed by the nature of the interaction of market entities and has its own characteristics. The factors that characterize the demand for innovative products are different from the factors that determine the demand for traditional products. The demand for innovation is characterized by the following provisions (BUZOVA et al., 2003):

1. Innovative demand is a derivative of the final demand for products. The assessment of innovations can be identified through the analysis of the state of certain industries. The innovation market is able to operate productively on the basis of the aggregate demand device. When expanding, it is possible to move innovations across industries, which makes them multiplier. The investment multiplier provides a link between growth in a particular industry and economic growth, identifies growth points that are also strong, capable of contributing to the development of the economy of the locomotive industry.

Based on the experience of world practice, the use of the aggregate demand mechanism in a certain volume will lead to a dynamic economic recovery. So in West Germany after the war, the law on investment aid was successfully applied: from the funds that rose due to a sharp payback, among the allotted consumer demolition of light industrial sectors, deductions went to the share of heavy industries. In Japan, the government aided the growth of the economy through the maximum cumulative effect of the development of enterprises along the entire technological chain. Characterizing the form of participation in innovation, the industries are classified into the following types (according to Sh. Peres): driving industries (center/basis of the technological order), developing basic technologies and the resources required for them; supporting industries using basic technologies that contribute to the development of production in new technological areas; industries that look at the impact of new technological principles through technically related feedbacks from manufacturers of carrier industries. The most advanced industries are the customers of the basic technology thus contribute to the
development of the industries carrying the basic technology (NOVIKOV, ARBELAEZ-CAMPILLO, 2021).

In the economy of Russia, the direction of organizations engaged in the field of driving industries is aimed at meeting the demand for personal consumption. The transnational level of the industry stimulates demand: high level contributes to the expansion of external integration of the industry, the latest products are distributed in large foreign markets, products are distributed at a faster rate, and demand increases (VEAS INIESTA, ESTAY SEPÚLVEDA, 2021).

2. Innovation demand is influenced by economic and political consumption preferences. There are three sectors of demand (government, export-oriented, final consumption). Final consumption is progressing today. In the process of reforms in the economy, the demand of the state ceased to occupy a priority position. The sale of final products that are not typical of the industry of the Russian Federation is hardly possible in the export-oriented sector. Innovative demand is most widespread in light industry, food processing and mechanical engineering. The demand for quality products leads to an improvement in product characteristics and the use of innovative technologies. Growth in the end-use market fosters growth in service innovation.

3. Regional factors influence innovation demand. In the Russian Federation, where the regions are developed in different ways, the innovation market is localized, developing within a specific region or industry. The difference in the level of development of regions and the localization of markets is the result of the creation of the structure of the country’s economy in accordance with the specialization of certain regions.

4. Innovative demand is associated with the fact that old products and new ones are dependent on the market. The decline in demand for lingering products contributes to the emergence of demand for new types of these products, which in turn contributes to renewal. The preservation of an unrenewed analogous product slows down the growth of demand for a new product. Therefore, it needs to put a lower price in order to maintain demand.

5. Innovation demand is influenced by the compatibility of models of existing and new technologies. In the production of new technology, it is necessary to consider its design properties in order to efficiently distribute.

Inconsistency with industry standards leads to difficulties with its subsequent maintenance and the inability to serve as a component part, which is fraught with a shortage of demand for it. Thus, the demand is influenced by the rules of sale, availability of warranty and service.

6. Relation between amount of expenditures on research and development projects with the creation of new products, their implementation in production, formation of them is due to the rapidity of distribution of a new product with an increase in the supplier of expenditures on research and projects.

7. Technical development of the manufacturer contributes to the transition to quality production, which accelerates the introduction of new products of various kinds and thus contributes to the emergence of demand for them.

8. Technical development of manufacturing organizations has a significant impact on the rate of assimilation of a new product in a situation with inflation. At the same time, the rate of development in a situation of market competition contributes to the production and supply of a new product.

Demand is significantly influenced by the factor of the set price. New products are promoted at the expense of discounts and other benefits, which can also serve to prevent competitors from entering the market. The demand for scientific and technical products is determined by the professionalism and competence of the workers of the manufacturing enterprise. Product quality assurance depends on the level of education of engineers and workers (DMITRIEV, NOVIKOV, 2021).
**METHODOLOGY**

Innovation is perceived in different ways. So there are early adopters who are inclined to take risks and rather quickly adopt innovative ideas. The early majority is cautious about innovation, but unlike the average resident, they accept it faster. There is a category of the belated majority, the wary attitude towards innovation which is accompanied by its later adoption after being tested by the majority. A lagging percentage, tied to established traditions and ready to accept an innovation only after a very long period of testing it by the majority and becoming a kind of tradition.

In the implementation of an innovation, personal influence is very important for the process of adopting the innovation. This is the influence of one consumer on another through a statement to them about the product. This effect is significant when evaluating an innovative product and is effective in risky situations and affects late followers. Acceptance and diffusion of an innovation depends on its characteristics. Among them are: relative advantage over this kind of products, compatibility of values and consumer experience, relative difficulty of understanding the purpose of the novelty and use and limited innovative product (NOVIKOV, TIKHONOVO, 2021).

Since the needs of the buyer are hidden, the initiator is the supplier of the innovative product. To begin with, we identify the need that users of the product ask; then, after analyzing the alternative options for the possibilities, the choice of a particular supplier is made. At the stage when the need arises, it is necessary for the seller of an innovative product to identify a specific user of his product and further supply information on the product to him. When the need arises, the commercial logistics or procurement department analyzes the available suppliers of the product. In this case, the seller is faced with the task of transferring information to the department, where not only the supplier, but also other persons (head of department, commercial, financial, technical director, etc.) are involved in deciding. This behavior corresponds to the separation model in which buying center. The disadvantage of this model is in the unpredictability of the behavior of the participants, the difficulty in analyzing their relationship. A two-element model is also known: relationship only between the buyer and the seller. The relationship between the two sides of this model, as it was noted by one of the first researchers of Håkansson model, has close and long-term character (YURCHENKO, 2011). The system model is a complete analysis of the process. The most famous is the easy-to-use and experimentally testable model, which Bassett put forward in 1969: diffusion model, the purpose of which is to study the volume of sales of new products:

\[
S_t = a \left( M - Q_{t-1} \right) + b \left( Q_{t-1} / M \right) \left( M - Q_{t-1} \right)
\]

where \(S_t\) is the sales volume in the period \(t\);

\(Q_{t-1} = St\) is the accumulated sales volume;

\(M\) is the market potential (equal to the number of potential consumers of the product);

\(a, b\) are the model parameters.

That is, the number of buyers is proportional to the number of products sold. The model is also used by the company in order to increase the number of clients. The essence of the model is that there are consumers-innovators, unaffected by the influence, whose behavior is described by the first term on the right side of the equation, and imitators who make a purchase under the influence of others, that is, imitate them (the second term).

There are sequential steps in the adoption of an innovation by the consumer: recognition (there is insufficient information about the product), interest (targeted search for information), evaluation, trial (more complete acquaintance with the product), perception (constant use of the product). When introducing a novelty, the buyer should be guided sequentially through these steps. Entering into partnerships, the parties are faced with the problem of emerging distance, which includes: social distance associated with the initial distrust between new partners; technological distance, which is of considerable importance in the supply of technically unprocessed products; cultural distance related to the issue of establishing contact.
across national borders. The resulting distances can gradually disappear. So, for example, the problem of geographic distances is solved by opening branches. To determine and predict consumer behavior in the innovation market, it is necessary to conduct thorough research using specific approaches (KUTYIN, 2003).

According to available data, in many countries the volume of funding is no more than 33% from the state budget, 36% from educational institutions, 60% of all funding is from the private sector. Russia has completely different indicators in financing, absolutely opposite. 63% of the volume of financing is only for the state, and for private entrepreneurs the share of financing is about 30%. Analyzing the amount of funding from different countries, it can be seen that the costs of educational institutions are high, which is not the case in Russia. Analyzing the structure of government funding, it can be assumed that most of it is directed to the development of the defense industry, while a small part is directed to applied research (AKPEROV, PETRASHOV, 2008).

The innovative potential of Russia can be described as a complete inconsistency with real opportunities. In addition, the dynamics are negative, which indicates a low level of practical implementation of the potential (BABKIN, CHISTYAKOVA, 2014).

Recently, we see that the leading place in the market is taken by intelligence and the results of its creativity. There are many problems with the commercialization of intellectual property, which indicates a weak development of the intellectual property market. In many countries, commercialization centers are being set up to provide intermediary services to the market for product developers and owners. These centers also influence the development of technology commercialization projects (FIGUEIREDO, 2001; CANTWELL, IAMMARINO, 2005).

Since 2014, the task of import substitution has become urgent in Russia. Import substitution is the replacement of imported products from other countries with products manufactured by companies in Russia. To achieve the goals, it is necessary to protect Russian manufacturers in Russian market from fierce competition, to increase the capacity of Russian market, to improve customs and tariff regulation, and the most important thing is to increase the export of manufactured products. Import substitution affects the economic growth of the country (KUZNETSOV, 2014).

RESULTS

In the course of solving the main tasks, the mechanisms of enterprise management in a competitive environment were identified and ways to improve methods of managing competitiveness were developed. The following methods of analyzing the competitiveness of an enterprise are known (TATARKIN, 2011):

- study of the enterprise within the framework of the system of international division of labor. One of the conditions for competitiveness is the fact that there are relative advantages that allow spending less money than competitors;

- methods that are related to the theory of effective competition.

- methods of analysis and evaluation based on the theory of the balance of the enterprise and the system of factors of production. These factors can be used with better performance than the competition. Within the framework of this theory, the following indicators are assessed: price of equipment, wages of employees of the enterprise and price of material resources;

- matrix methods for assessing competitiveness, which are based on the process of observing the phenomena of competition in their dynamics. Such methods are visual and uncomplicated and, with reliable data, allow qualitatively analyzing the position of competitors. The disadvantages of such methods are that their clarity is achieved by a lightweight solution, which leads to inaccuracies. Compared to other methods, matrix methods give an idea of the position of several competing enterprises at once, as well as their capabilities.
- methods that correlate the level of competitiveness with an indicator of the quality of the goods produced or the quality and prices. Quality assessment is based on a generalizing indicator, which is identified using a comprehensive method.

From the analysis of all the considered methods, it can be seen that the assessment of the competitiveness of enterprises has been studied quite extensively. When determining competitiveness, market factors influencing it are taken into account. However, these factors are not capable of fully quantifying. Also, the minus of these methods is that their use is not effective in the conditions of the formation of market relations, and they also do not give a complete assessment of all aspects of the enterprise’s activities. In this study, taking into account the coordination of the indicators of the competitiveness of products and the comparative efficiency of the enterprise, it is proposed to consider the level of competitiveness as the average coefficient of the indicators of the competitiveness of a certain product in a certain market, to give a private analysis of the efficiency of the enterprise, relying on the competitiveness and efficiency of all types of products in all markets, to derive the coefficient of stability the functioning of the enterprise and make a forecast of indicators for a period of at least five years in advance. It also offers an assessment of the competitiveness of the enterprise, in accordance with: positive distinctive features in the internal and external environment, in quality; product innovation; advantage of the markets. A comprehensive assessment of competitiveness is the number of products of weights and indicators of competitiveness. A positive feature of this approach is that the indicators take into account all aspects of the enterprise’s activities.

A mechanism for identifying the indicator of the competitiveness of an enterprise by means of the theory of desirability is also applied, which is derived in the geometric weighted average of the coefficient of the enterprise’s economy. Four ways to increase the level of competitiveness of an enterprise are analyzed: technological, financial and economic, organizational and economic and the specifics of labor activity. Provided that the enterprise is studied in connection with business diagnostics, it is proposed to conduct a comparative assessment of competitiveness, comparing enterprises by the main parameters of work. This approach is called parametric. The main aspects are known that allow an objective assessment of the competitiveness of an enterprise. This is, first of all, a human resource, that is, labor personnel and opportunities, correct use of the material, production of the enterprise by the enterprise, success of production, etc. In order to determine the competitiveness of an enterprise most adequately, it is recommended to use an aggregate value: taxonomic coefficient, which is a synthetic value that accumulates features. This aspect also helps to reduce the share of subjectivity.

**DISCUSSION**

Currently, there is still no general concept of competitiveness in the country and the world as a whole. Also, one common assessment system, methods of joining into a single coefficient, has not yet been developed. These and many other factors pose a problem for the analysis of competitiveness and, as a result, do not allow managing its level. In addition to the above, there is also the practice of applying the assessments of specialists and experts, which leads to a decrease in the share of objectivity in the assessment.

If we dwell only on the key modern factors of different levels, the following should be highlighted: natural and climatic affiliation, economic and geographical location, historically established production structure, presence of natural resources (mineral, raw materials, energy, water, biological) and financial resources. We can also include infrastructure, population and labor resources, division and specialization of labor, socio-climatic conditions, transport factors, scientific and technical potential and system of legislation at the federal and regional levels. The whole problem of the issue of innovative development lies in its long-rooted and new traps that impede the country’s desire to support this development. Outdated institutions and mechanisms that regulate all spheres in the country, imitation of innovation, corruption, inhibiting development opportunities contribute to Russia’s strong lag behind the countries of the first row. The purpose of modernization, as a rule, is not only to reject the existing model and imitation, copying the mechanisms of advanced institutions, but in the creation of new institutions in all areas and their effective implementation. In the course of this
modernization, there is a risk of falling into an investment trap, wishing to obtain a visible material result.

The human factor was identified as the main problem affecting the backlog and modernization of industrial activity. In order to form the structure of the economy in Russia, which exists in other developed countries, the state needs to intervene and take a number of measures to enhance its role, aid with the implementation of structural policies and apply the methods and technologies of state support that are used in the market. The economy in Russia is not fully developing, since the infrastructure is not being updated, the infrastructure in the field of energy, transport, housing and communal services, and health care that has existed since the times of the Soviet Union is worn out. Equipment in these areas has long outlived their standard deadlines. Some companies have significant innovation gaps that need to be constantly improved so that the negative impact in the future is negligible.

CONCLUSION
The article proposes an approach to identifying the indicator of the competitiveness of an enterprise through the theory of desirability, which is derived in the geometric weighted average of the coefficient of the enterprise’s economy. Four ways to increase the level of competitiveness of an enterprise are analyzed: technological, financial and economic, organizational and economic and specifics of labor activity. Provided that the enterprise is studied in connection with business diagnostics, it is proposed to conduct a comparative assessment of competitiveness, comparing enterprises by the main parameters of work. This approach is called parametric.

As a result, the main aspects were also highlighted that allow an objective assessment of the competitiveness of the enterprise. This is, first of all, a human resource, that is, labor personnel and opportunities, correct use of the material, production of the enterprise by the enterprise, success of production, etc. In order to determine the competitiveness of an enterprise most adequately, it is recommended to use an aggregate value: taxonomic coefficient, which is a synthetic value that accumulates features. This aspect also helps to reduce the share of subjectivity. All this also determines the practical significance of the study for the future development of enterprise management.

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Methodology for managing the competitiveness of industrial enterprises in Russia

Resumo
Este artigo propõe uma abordagem para melhorar os métodos de gestão da competitividade nas condições de mercado. Atualmente, em conexão com os processos de modernização da economia e mudanças nas condições de mercado, há necessidade de aprimorar as abordagens e métodos de gestão da produção. As empresas russas enfrentam as condições emergentes de concorrência. A relevância do artigo deve-se ao facto de hoje as questões da gestão da competitividade de uma empresa não terem sido suficientemente consideradas e requer uma melhor abordagem à formação de novos mecanismos de gestão da competitividade das empresas, contribuindo para o seu aumento e a aquisição de posição estável da empresa no mercado, com base no desenvolvimento de novos métodos e princípios científicos. A novidade do artigo está nos conceitos de desenvolver uma abordagem de gestão da competitividade das empresas industriais, contribuindo para a elevação do seu patamar a partir de uma proposta de modelo de gestão baseado em diagnósticos e previsões do estado da empresa e sua capacidade de competir.

Palavras-chave: Modernização. Competitividade. Mecanismos de gestão. Fundamentos conceituais. Diagnósticos de negócios.

Abstract
This article proposes an approach to improving methods of managing competitiveness in market conditions. Currently, in connection with the processes of modernization in the economy and changes in market conditions, there is a need to improve the approaches and methods of production management. Russian enterprises are faced with the emerging conditions of competition. The relevance of the article is due to the fact that today the issues of managing the competitiveness of an enterprise have not been sufficiently considered and requires an improved approach to the formation of new mechanisms for managing the competitiveness of enterprises, contributing to its increase and the acquisition of a stable position by the enterprise in the market, based on the development of new scientific methods and principles. The novelty of the article is in the concepts of developing an approach to managing the competitiveness of industrial enterprises, contributing to an increase in their level on the basis of a proposal for a management model based on diagnostics and forecasting of the state of the enterprise and its ability to compete.

Keywords: Modernization. Competitiveness. Management mechanisms. Conceptual foundations. Business diagnostics.

Resumen
Este artículo propone un enfoque para mejorar los métodos de gestión de la competitividad en las condiciones del mercado. Actualmente, en relación con los procesos de modernización de la economía y los cambios en las condiciones del mercado, existe la necesidad de mejorar los enfoques y métodos de gestión de la producción. Las empresas rusas se enfrentan a las condiciones emergentes de competencia. La relevancia del artículo se debe a que hoy en día los temas de la gestión de la competitividad de una empresa no han sido suficientemente considerados y requiere un mejor enfoque para la formación de nuevos mecanismos de gestión de la competitividad de las empresas, contribuyendo a su incremento y a la adquisición de una posición estable por parte de la empresa en el mercado, basada en el desarrollo de nuevos métodos y principios científicos. La novedad del artículo está en los conceptos de desarrollar un enfoque para la gestión de la competitividad de las empresas industriales, contribuyendo a un aumento de su nivel a partir de una propuesta de modelo de gestión basado en el diagnóstico y previsión del estado de la empresa y su capacidad para competir.

Palabras-clave: Modernización. Competitividad. Mecanismos de gestión. Fundamentos conceptuales. Diagnóstico empresarial.