

MINISTRY OF SCIENCE AND HIGHER EDUCATION OF THE RUSSIAN FEDERATION
 Federal State Autonomous educational institution of higher education
"NATIONAL RESEARCH TOMSK POLYTECHNICAL UNIVERSITY"
 YURGINSK TECHNOLOGICAL INSTITUTE

Yurga Technological Institute
 Training direction 38.03.01 "Economics"

GRADUATE QUALIFICATION WORK

Work theme
Organization of marketing research based on the analysis of the competitiveness of products

UDC 33.138:339.137.21

Student

Group	Full name	Signature	The date
Z-17B60	Bondarenko Galina Serykovna		

Leader

Position	Full name	Academic degree, title	Signature	The date
Docent UTI TPU	Lizunkov V.G.	PhD, Docent		

CONSULTANTS:

For the section "Financial Management, Resource Efficiency and Resource Saving"

Position	Full name	Academic degree, title	Signature	The date
Docent UTI TPU	Lizunkov V.G.	PhD, Docent		

For the section "Social responsibility"

Position	Full name	Academic degree, title	Signature	The date
Senior Lecturer UTI TPU	Rodionov P.V.	PhD.		

TO BE ADMITTED TO THE DEFENCE:

PLO leader	Full name	Academic degree, title	Signature	The date
Docent UTI TPU	Tilepenko E.Yu.	PhD, Docent		

EXPECTED LEARNING OUTCOMES

Competency code	Competency name
General cultural competences	
QA(U)-1	The ability to use the basics of philosophical knowledge to form a world outlook
QA(U)-2	The ability to analyse the main stages and regularities of social historical development to form a civic position
QA(U)-3	The ability to use the basics of economic knowledge in various activities
QA(U)-4	The ability to use the basics of legal knowledge in various fields of activity
QA(U)-5	The ability to communicate in oral and written form in Russian and foreign languages to solve problems of interpersonal and intercultural interaction
QA(U)-6	The ability to work in a team with tolerance for social, ethnic, religious and cultural differences
QA(U)-7	The ability to self-organise and self-educate
QA(U)-8	The ability to use the methods and means of physical education to ensure proper social and professional activity
QA(U)-9	The ability to use first aid methods, methods of protection in emergency situations
General professional competences	
BPC(U)-1	Is able to solve standard tasks of professional activity on the basis of information and bibliographic culture with application of information and communication technologies and taking into account basic requirements of information security
BPC(U)-2	Is able to collect, analyse and process data needed to solve professional problems
BPC(U)-3	Is able to choose the tools for economic data processing according to the task at hand, analyse the results of calculations and justify the conclusions drawn
BPC(U)-4	Is able to find organisational and managerial solutions in professional activities and is prepared to take responsibility for them
Professional competences of graduates	
PC(U)-1	Is able to collect and analyse the raw data required to calculate economic and socio-economic indicators that characterise the activities of business entities
PC(U)-2	Is able to calculate economic and socio-economic indicators characterising the activities of business entities on the basis of standard methodologies and the current legal and regulatory framework
PC(U)-3	Is able to carry out the calculations required for the economic parts of the plans, justify them and present the results of the work according to the standards of the organisation
PC(U)-4	Is able to build standard theoretical and econometric models based on the description of economic processes and phenomena, to analyse and interpret the results meaningfully
PC(U)-5	Is able to analyse and interpret financial, accounting and other information contained in the accounts of enterprises of various forms of ownership, organisations, departments, etc. and use the information to make managerial decisions
PC(U)-6	Is able to analyse and interpret domestic and foreign statistics on socio-economic processes and phenomena, identify trends in socio-economic indicators
PC(U)-7	Is able, using domestic and foreign sources of information, to collect the necessary data, to analyse it and to prepare an information review and/or an analytical report
PC(U)-8	Is able to use modern technical tools and information technology to solve analytical and research problems
PC(U)-9	The ability to document business transactions, conduct cash accounting, develop a chart of accounts for an organisation and generate accounting entries based on this chart of accounts
PC(U)-10	The ability to make accounting entries for the sources and results of the organisation's inventory and financial liabilities
PC(U)-11	Ability to draw up payment documents and make accounting entries for the accrual and transfer of taxes and levies to the budgets of different levels, insurance contributions to non-budgetary funds
PC(U)-12	The ability to record the results of economic activities for the reporting period in the accounting records, to prepare accounting and statistical reporting forms, tax declarations
PC(U)-13	The ability to organise and implement the organisation's tax accounting and tax planning

MINISTRY OF SCIENCE AND HIGHER EDUCATION OF THE RUSSIAN FEDERATION
 Federal State Autonomous educational institution of higher education
"NATIONAL RESEARCH TOMSK POLYTECHNICAL UNIVERSITY"
 YURGINSK TECHNOLOGICAL INSTITUTE

Yurga Technological Institute
 Training direction 38.03.01 "Economics"

I APPROVE:
 PLO leader

 (Signature) (The date) (Tilepenko E.Yu.)

THE TASK
for the performance of the final qualifying work

In the shape of:

Diploma work (thesis project / work)
--

Student:

Group	Full name
Z-17B60	Bondarenko Galina Serykovna

Work theme:

Organization of marketing research based on the analysis of the competitiveness of products
Approved by order of the director

The deadline for the student's completed work:	15/05/2021
--	------------

TECHNICAL TASK:

Initial data for work	The section "Literature review" presents: the competitiveness of the enterprise, its parameters; theoretical aspects of competitive analysis, methods of studying and assessing competitiveness; main types and economic essence of marketing The section "Object and research methods" describes the General characteristics of LLC "YDM" and its main activities.
List of questions to be researched, designed and developed	In the section "Calculation and Analytics": the analysis and assessment of the efficiency of the procurement activity of the enterprise, the dynamics of sales of products, the product range are carried out. Marketing research of product consumers, competitors of YDM LLC. The ways of increasing the competitiveness of the products manufactured by YUDM LLC are proposed. The section "Social responsibility" addresses the issues of health and safety of a specialist in the organization of LLC "YDM"
List of graphic material	1 Goals and objectives of the bachelor's work. 2 Theoretical aspects of the concepts of "marketing" and "competitiveness of the organization". 3 General characteristics of the enterprise LLC "YDM".

	4 Samples of products manufactured by YDM LLC. 5 Indicators characterizing the activities of LLC "YDM". 6 Marketing research of consumers of products of LLC "YDM" by geographic segment. 7 Consumer profile LLC "YDM". 8 Marketing research of competitors of LLC "YDM". 9 Ways to improve the competitiveness of LLC "YDM". 10 Conclusion.
Consultants for the sections of the final qualifying work (with indication of sections)	
Section	Consultant
"Financial management, resource efficiency and resource conservation"	Docent UTI TPU, Lizunkov V.G.
Social responsibility	Senior Lecturer UTI TPU, Rodionov P.V.

Date of issue of the assignment for the performance of the final qualifying work according to the linear schedule	30/12/2020
---	------------

The task was given by the head:

Position	Full name	Academic degree, title	Signature	The date
Docent UTI TPU	Lizunkov V.G.	Candidate of Pedagogical Sciences		

The student accepted the assignment:

Group	Full name	Signature	The date
Z-17B60	Bondarenko Galina Serykovna		

**TASK FOR SECTION
"SOCIAL RESPONSIBILITY"**

Student:

Group	Full name
Z-17B60	Khamidova Farangis Abdugarimovna

Institute	Yurga Technological Institute		
Education level	Bachelor	Direction	38.03.01. "Economy"

Initial data for the section "Social responsibility":

<p>1. Description of the workplace (work area, technological process, mechanical equipment) for the occurrence of:</p> <ul style="list-style-type: none"> - harmful manifestations of factors of the working environment (meteorological conditions, harmful substances, lighting, noise, vibration, electromagnetic fields, ionizing radiation) - dangerous manifestations of production factors environment (mechanical nature, thermal character, electrical, fire nature) - social emergencies 	<p>The object of the research will be the workplace of the chief specialist of the property department of the committee for the management of municipal property of the city of Yurga of the Administration of the city of Yurga.</p> <p>The office is a room with an area of 12 m² (3 × 4). Light environment parameters - class 2; the intensity of the labor process - grade 1. The final class of working conditions is class 2.</p> <p>Harmful and hazardous production factors:</p> <ul style="list-style-type: none"> - to increase efficiency, it is necessary to alternate the period of work and rest, according to the type and category of labor activity; - lack of illumination. It is required to replace the existing artificial lighting system in accordance with the calculations.
<p>2. List of legislative and regulatory documents on the topic</p>	<ul style="list-style-type: none"> - Sanitary and Epidemiological Rules and Regulations SanPiN 2.4.6.2553-09 Sanitary and epidemiological requirements for the safety of working conditions for workers under 18 years of age. - SanPiN 2.2.2 / 2.4.1340-03 Hygienic requirements for personal computers and work organization. - Order of the Ministry of Health of the Russian Federation dated January 28, 2021 No. 29n. - Order of the Ministry of Health of the Russian Federation of March 21, 2014 No. 125n.

List of questions to be researched, designed and developed:

<p>1. Analysis of the factors of internal social responsibility:</p> <ul style="list-style-type: none"> - the principles of the corporate culture of the studied organization; - labor organization and safety systems; - development of human resources through training programs and training and professional development programs; - Systems of social guarantees of the organization; -provision of assistance to employees in critical situations. 	<ul style="list-style-type: none"> - observance of labor protection rules; - the possibility of personnel development through training and professional development programs; participation in social programs; - organization and procedure for carrying out preventive vaccination measures within the framework of the national calendar of preventive vaccinations; - briefings on safety at the workplace; - briefings on fire safety.
---	--

<p>2. Analysis of the factors of external social responsibility:</p> <ul style="list-style-type: none"> - promoting environmental protection; - interaction with the local community and local authorities; - Sponsorship and corporate charity; - responsibility to consumers of goods and services (production of quality goods) - readiness to participate in crisis situations, etc. 	<p>Sources and means of protection against hazardous factors existing in the workplace (electrical safety, conditions for high-altitude work, etc.).</p> <p>Fire and explosion safety (reasons, preventive measures, primary fire extinguishing means)</p> <ul style="list-style-type: none"> - activities that motivate environmental protection; <p>A responsibility.</p> <p>An operational headquarters has been created to prevent the penetration of COVID-2019.</p>
<p>3. Legal and organizational issues of ensuring social responsibility:</p> <ul style="list-style-type: none"> - Analysis of legal norms of labor legislation; - analysis of special (typical for the investigated field of activity) legal and regulatory legal acts; - analysis of internal regulatory documents and regulations of the organization in the field of the investigated activity 	<p>Examine the following documents: Fire safety instructions, labor protection.</p>
<p>List of graphic material:</p>	
<p>If necessary, submit sketch graphic materials for the design assignment (mandatory for specialists and masters)</p>	

<p>Date of issue of the task for the section on a line chart</p>	
---	--

The assignment was given by the consultant:

Position	Full name	Academic degree, title	Signature	The date
Senior Lecturer UTI TPU	Rodionov P.V.	PhD.		

The student accepted the assignment:

Group	Full name	Signature	The date
Z-17B60	Khamidova Farangis Abdugarimovna		

The abstract

Final qualifying work of 88 pages, 2 figures, 12 tables, 36 sources.

Keywords: marketing, market, customers, product features, product range, quality criteria for competitiveness.

Relevance of the work theme is caused by the fact that the problem of competitiveness of the company with limited liability "Yurga House Furniture", its products is global. On how successfully it can be solved, it depends a great deal in economic and social life is not only the organization, but almost any consumer.

The object of research is the production activities Limited Liability Company "Yurga home furnishing."

The subject of study is the competitiveness of products of LLC «Yurga home furnishing."

The aim of the thesis is a marketing research based on product competitiveness analysis of "JDM".

Research objectives:

- To study the theoretical aspects of marketing concepts and the competitiveness of the organization;
- Consider methods of studying the competition and assessing the competitiveness of the organization;
- Analyze the main indicators characterizing the activities of "JDM";
- To carry out marketing research of consumers products and competitors of "JDM";
- To propose ways to improve the competitiveness of products and activities for the improvement of marketing activities "JDM" LLC.

Definitions, notation, abbreviations, normative references

Competitiveness of a product - the level of economic, technical and operational indicators that allows to withstand competition in the market with similar products. Also, competitiveness is a comparative characteristic that comprehensively evaluates the totality of production and commercial, economic, organizational parameters of a product in relation to market requirements or analog qualities. The characteristics of the product under consideration determines the complex of consumer qualities of the competing product in accordance with the needs and costs of meeting demand, delivery conditions, operation during production, personal use.

Competitiveness of a product is the ability of a product to be attractive in comparison with other products of a similar type and purpose due to the better correspondence of its characteristics to the requirements of a given market and consumer estimates.

Marketing - literally translated from English means "action on the market", "market activity") is an organizational function and a set of processes for creating, promoting and providing a product or service to customers and managing relationships with them for the benefit of the organization. In a broad sense, marketing tasks are to identify and meet human and social needs.

Market - a category of commodity economy, a set of economic relations based on regular exchange transactions between producers of goods (services) and consumers.

Product property - the physical and non-physical characteristics of the product that affect the buyer. Physical include, for example, such as taste, color, size, etc. Non-physical properties of a product are, for example, the degree of its prestige.

Table of contents

Introduction	10
1 Literature review	12
1.1 Competitiveness of the enterprise, its parameters	12
1.2 Theoretical aspects of competitive analysis: methods of studying and assessing competitiveness	16
1.3 The main types and the economic essence of marketing	30
2 Object and research methods	32
2.1 General characteristics of the enterprise LLC "YDM"	32
3 Calculation and analytics	40
3.1 Analysis of the main economic indicators of LLC "YDM"	40
3.2 Analysis of the dynamics of product sales, product range	44
3.3 Marketing research of consumers of products of LLC "YDM"	46
3.4 Marketing research of competitors of LLC "YDM"	49
3.5 Ways to improve the competitiveness of products manufactured by YDM LLC	54
4 Results of the study	69
5 Social Responsibility	71
5.1 Workplace description	71
5.2 Analysis of detected harmful factors of the projected production environment	72
5.3 Environmental protection	78
5.4 Protection in emergency situations	79
5.5 Legal and organisational aspects of safety	82
5.6 Section Conclusion	82
Conclusion	84
List of references	86
CD-ROM with the GER file and presentation in an envelope on the back cover	

Introduction

The widespread use of marketing in the process of practical activities of enterprises, researching and analyzing the competitiveness of products, is associated with the formation and formation of market relations.

We emphasize that the relevance of the topic of the presented work is due precisely to the problems of the competitiveness of an enterprise and its products, which in the modern world has a global character. The effectiveness of solving this problem affects the economic and social life of both the enterprise and the life of any consumer. In the presence of an established competitive market, marketing becomes an effective tool for solving the problem of quality and competitiveness of products.

Marketing is a social management process. With its help, they satisfy their needs, the needs of a group or individuals, the essence is the creation of a demanded product or consumer values, as well as their interchange.

Undoubtedly, competitiveness is the main condition for the commercial success of a product in an established competitive market. The concept is multifaceted, consisting in the compliance of products with market conditions, consumer requirements, which are expressed in quality, also technical and economic characteristics, aesthetic indicators, commercial, or other criteria for the sale of this product (we list: price, service, delivery time, advertising or distribution channels) ... Note, if we are talking about a product, a significant part of its competitiveness is the level of costs during the period of its operation by the consumer.

The object of the research is the production activity of the limited liability company "Yurginsky Furniture House".

The subject of the research is the competitiveness of the products of Yurginsky Furniture House LLC.

The aim of the thesis is the organization of marketing research based on the analysis of the competitiveness of the products of LLC "YDM".

Research objectives:

- to study the theoretical aspects of the concepts of "marketing" and "competitiveness of the organization";

- consider methods for studying competitors and assessing the competitiveness of an organization;

- to analyze the main indicators characterizing the activities of LLC "YDM";

- to conduct marketing research of product consumers and competitors of YDM LLC

- to propose ways to increase the competitiveness of products and measures to improve the marketing activities of LLC "YDM".

Analysis and synthesis, a logical approach to assessing economic phenomena, a method of comparisons, a method of financial ratios, etc. were used as research methods.

1 Literature review

1.1 Competitiveness of the enterprise, its parameters

The competitiveness of an object formulates a property that determines the degree of potential or real satisfaction of a given object with a specific need in comparison with similar objects offered on the market. This property allows it to compete with similar properties on a specific market.

According to the European Forum on Management Problems, competitiveness is a real, potential opportunity of an enterprise in the conditions prevailing for it to design, produce and sell goods that are more interesting to the consumer in terms of price, also non-price characteristics, of course, in comparison with the goods of competitors.

The term in question can be defined as a relative characteristic of the enterprise. It reflects, in this understanding, the difference between the development process of a specific producer and a competitor - in terms of the degree of satisfaction with goods (or services) of consumer demand and in the effectiveness of production activities (this is how Filosofova's understanding of the definition is formulated) [6, p. 119].

P.S. Zavyalov, G.L. Azoev and L.Sh. Lozovsky explain the term as the ability of an enterprise to compete with manufacturers and sellers of similar products by means of a higher quality of its goods, providing affordable prices for it and convenience for consumers [2, p. 262].

According to the sources, the competitiveness of an enterprise is a relative characteristic that determines the distinction between its development and the development of competing enterprises in comparison with the degree of consumer satisfaction with their goods and the efficiency of production activities that ensure their release (sale). The competitiveness of an enterprise determines the capabilities, the dynamics of adaptation in a competitive market [1, p. 158].

Consider the factors on which the competitiveness of the enterprise depends, as follows:

- availability of competitive goods on the domestic and foreign markets;
- type of goods produced;
- the number of annual sales or market capacity;
- the ability to access the market;
- the competitive position of enterprises in this market;
- market homogeneity;
- the prospect of applying technical innovations in the industry;
- the competitiveness of the industry;
- competitiveness of the region, state.

Here are the general principles that provide manufacturers with competitive advantages:

- orientation of each employee and team to action, continuation of the work begun;
- the proximity of the enterprise to the consumer;
- organization of autonomy, creative environment at the enterprise;
- increasing productivity through the use of the abilities of workers, their desire to work;
- emphasizing the importance of the values common to the enterprise;
- the position to defend their decision;
- simplicity of organization, exclusion of unnecessary levels of management and reduction of staff;
- the position of simultaneous hardness and softness. The most significant problems should be tightly controlled and less important ones should be addressed to subordinates;

The world practice of modern market relations confirms that the interconnected solution of the named tasks, the application of the above principles guarantees the growth of the enterprise's competitiveness [10, p.169].

The competitiveness of a product and the competitiveness of its manufacturer are related as a whole and as a part. The ability of an enterprise to compete in a specific

product market is determined by the competitiveness of its product and the methods of economic activity that affect the results of the competition.

Since the competition of enterprises in the world market is competition directly with their products, the importance of the properties endowed by the manufacturer and the selling organization increases.

That is, the competitiveness of a product is the level of economic, technical and operational indicators that allows it to withstand competition with similar products in the market. Also, competitiveness is a comparative characteristic that comprehensively evaluates the totality of production and commercial, economic, organizational parameters of a product in relation to market requirements or analog qualities. The characteristics of the product under consideration determines the complex of consumer qualities of the competing product in accordance with the needs and costs of meeting demand, delivery conditions, operation during production, personal use [11, p. 57].

Let us formulate the individual components of the competitiveness of a product.

Technical indicators are an assessment of the conformity of the technical level of a product, its quality, reliability to the requirements of the modern market, and are determined by its consumers. Requirements reflect social, as well as individual needs in the conditions of projected or existing socio-economic development, achievements of scientific and technological progress within the state and also abroad.

National and international standards are designed to reflect the main consumer requirements for technical characteristics.

The quality of the product is the degree to which the approved technical level of each manufactured unit of production is achieved. The quality is controlled by the organoleptic method (through the use of the senses), laboratory tests, using apparatus and instruments, reagents and other means.

It is believed that technical competitiveness is a flexible and rather dynamic indicator. The indicator changes permanently, taking into account the growth rates of scientific and technological progress both within the country and among the leading manufacturers of the world market [19, p. 122].

Consider the commercial terms typical of competitiveness. These are the following characteristics:

- price indicators directly determine the price competitiveness of products. A lower level means that on the market, under equal conditions, the competitiveness of this product is higher, its position is preferable in competition with manufacturers of similar goods. On the contrary, a high level of the indicator reduces price competitiveness, sometimes nullifying competitiveness. These conditions determine the policy in the context of competition for the growth of the competitiveness of goods;

- parameters that characterize the terms of delivery, payments. The more flexible the conditions are, the more they correspond to the interests of consumers, the more preferable the product is in specific competition with other products. This applies to the forms, delivery times, the proposed variety of types of settlements, payments. Competitiveness is affected by the guarantees established by the manufacturer of the goods, his responsibility for the implementation of deliveries carried out within the approved time frame;

- indicators related to the peculiarities of the customs, tax systems operating on the market;

- indicators that regulate the degree of responsibility for the fulfillment of obligations, guarantees by sellers.

To give a more complete assessment of the problem of enterprise competitiveness, we will evaluate its criteria and factors.

Market segmentation has an impact on the growth of enterprise competitiveness. You need to start working on the market with this process.

And so, a market segment is a part of the market, allocated according to a certain principle, a group of consumers, enterprises, goods, united by common characteristics.

Segmentation is used for the following purposes:

- satisfy consumer demand qualitatively, working to ensure that the product matches the buyer's preferences;

- increase the competitiveness of a product, manufacturer, improve competitive advantages;
 - move away from direct competition, using an undeveloped segment in the market;
 - link the scientific and technical policy of their enterprise with the requirements of precisely defined populations of consumers;
 - direct marketing work to a specific consumer
- [22, p.9].

1.2 Theoretical aspects of competitive analysis: methods of studying and assessing competitiveness

Research of competitors is a significant task of enterprise marketing. It ensures the success and survival of the enterprise in the current tough market conditions. Let's name the main studies. They are divided into three groups. This is general information, the first group, the second group - the economic situation, the third - the market position. In each of the groups, subsections are distinguished, for example:

- general information: owners of the enterprise; organizational structure; strategy (technological, production, financial, distribution, marketing, sales), development plans; intangible property; corporate culture; personnel Management; History of creation; relations with the law and the state; activity in associations and unions;
- economic situation: sales - technologies, methods and methods; pricing policy, use of discount systems; assortment of goods; technical and economic indicators; equipment - technological and technical;
- market position: segmentation and existing customer base; logistics, availability of sales channels; positioning of the enterprise - PR, advertising; relations with partners (customers, suppliers, service providers); available market share; company-specific image; satisfaction of consumer demand [12, p. 65].

We have given a non-final list, it can be detailed, refined in accordance with specific goals, research conditions and tasks. All these parameters are observed in dynamics. Indicators are inextricably linked with each other, there is a relationship between them. In each specific situation, first of all, individual indicators may be in demand, but the rest are always investigated. Analyzing this information is complex and time-consuming. In modern market conditions, it is impossible to provide reliable, comprehensive information about competitors without the use of scientific methods.

Outside the enterprise, most of the data is not disclosed by the competitor. It is considered that inside information is not subject to publicity, does not concern other personnel. The secret of the internal life of the enterprise is characteristic of the domestic business environment. Western companies are more open, their activities are more transparent. Such conditions do not contribute to the collection of information about a competitor, therefore information about him is collected "bit by bit", using all methods of obtaining information.

Table 1 shows the matrix of tasks that determine the process of studying a competitor enterprise, names the methods for solving them, i.e. research, methods of collecting information [13, p.95].

Table 1 - Study of competitors

Aspects of activity competitors	Problem solving methods								
	Analysis press	Analysis business press	Analysis statistics	Анализ Officialдокументо	Analysis advertising	Expert survey	Disabled surveillance	Enabled surveillance	Mass poll
1	2	3	4	5	6	7	8	9	10
Organizational structure	+			+		+			
Organization owners		+			+			+	
Development plans and strategy		+		+		+			
Intangible property			+		+			+	+
History of existence		+				+	+		
Corporate culture			+	+	+				

Relations with the state, law		+		+			+		+
Participation in associations, unions	+		+			+		+	
Partners and relationships with them			+			+			+
Logistics and distribution channels	+				+			+	
Customer base, segmentation		+		+			+		
Positioning: advertising and PR	+	+			+	+			
Methods, methods, technologies of sales					+		+	+	
Pricing policy, system of discounts			+	+	+		+	+	
Product range			+	+	+		+		
Technical and economic indicators		+	+	+		+			
Market share			+			+			+
Personnel Management		+						+	
Technical and technological equipment	+	+				+	+		
Image of the organization	+	+				+			+
Customer satisfaction						+	+		+

Comprehensive information is not provided by any of the methods, it is necessary to use them in a complex manner.

Determining the competitiveness of an enterprise is an indispensable element of the functioning of any economic entity. Its assessment is necessary to achieve the following goals: identifying measures to increase competitiveness; formation of counterparties for joint activities; analysis of the program for entering new markets; implementation of investment activities; implementation of regulation of the economy at the state level.

The main task of a manager, an economist, investigating the task of assessing the competitiveness of an enterprise is to search for criteria, sources and factors of competitiveness. Let us formulate the most common methods used to assess the competitiveness of an enterprise. These are matrix methods; methods formed on the

assessment of the competitiveness of a product; methods using the theory of effective competition; also complex methods.

Matrix methods are formed according to research of the marketing strategy of an enterprise with the construction of matrices of competitors' strategies. The methodology is based on the analysis of competitiveness, taking into account the life cycle of goods of enterprises. The essence of the assessment is the analysis of the matrix, built according to the coordinate system: vertical - the relative share of the enterprise in the market, horizontal - the growth (fall) rate of sales. A similar approach with some changes is presented in the works of A. Thompson, I. Ansoff, A. Strickland, projects of the Boston Consulting Group, McKinsey and Co. According to research, the most competitive are those with a larger share of a growing market.

The presented method makes it possible to ensure a high degree of reliability with the availability of data on the volume of sales of goods and the relative market shares of competitors.

But the method does not analyze the reasons for the changes taking place, complicates the formation of management decisions, it requires the availability of genuine marketing data, which makes it necessary to conduct further research [14].

In turn, methods based on assessing the competitiveness of goods are formed by judgments about the competitiveness of an enterprise, in which it is higher with an increase in the competitiveness of its products. Here, this term is understood as the ability of competition to be sold at a given moment in the market. When determining the competitiveness of products, marketing, qualimetric methods are used. They are based on the price-quality ratio. Quality should be understood not as product defects, but as the presence of consumer properties.

The indicator of competitiveness by types of goods is determined using economic, parametric competitiveness indices. The named indices are obtained by summing the partial indices according to each assessment indicator, taking into account the weight coefficients.

That is, the indicators of competitiveness are calculated for each type of product of the enterprise. Next, the coefficient of competitiveness of the enterprise is found -

they determine the weighted average among the indicators of each type of product, the weights are the volume of sales of this type of goods.

The advantage of the above approach is that the method takes into account the most important component of an enterprise's competitiveness - the competitiveness of products. Disadvantage - the method makes it possible to have a fairly limited idea of the pros and cons in the work of an enterprise, since its competitiveness is expressed exclusively through the competitiveness of products, the method does not investigate other aspects of the enterprise. Among other things, the determination of the competitiveness of products only through an assessment of the relationship between price and quality is criticized, while the degree of innovation of the offered products is not taken into account, which is important when positioning goods on the market [14].

The following methods are methods based on the theory of effective competition. They formulate that the more competitive are those organizations that organize the activities of all their services and departments in the best way. The performance of each service is influenced by a combination of factors, i.e. enterprise resources. Evaluation of the performance of each unit offers an assessment of the effectiveness of the use of resources. The approach is based on the assessment of group indicators, competitiveness criteria.

The essence of the method lies in assessing the ability of an enterprise to ensure its competitiveness. Each ability of an enterprise to achieve competitive advantages formed in the process of preliminary analysis is evaluated by experts, taking into account the use of resources. The composition, as well as the structure of the studied abilities, change significantly in different approaches: from indicators of financial stability and cost to the ability of an enterprise to adapt to changes.

In accordance with the method, expert assessments obtained in the course of the study are mathematically processed to obtain an assessment of the competitiveness of the enterprise. Usually, the indicator of the competitiveness of an enterprise is calculated as the weighted average of a number of expert assessments, taking into account the specific weight attributed separately to each ability that contributes to the achievement of the competitive advantage of the enterprise.

Let us name the advantage of the considered approach, it is taking into account rather versatile aspects of the functioning of the enterprise. However, the premise underlying the approach according to which the indicator of the competitiveness of an enterprise can be determined by an elementary summation of abilities is unproven, since the sum of the elements of a complex system representing an enterprise usually does not give a result, like, for example, the whole system as a whole. [fourteen]

Complex methods are defined in such a way that the competitiveness of an enterprise within the boundaries of each method is assessed by highlighting both the current and potential competitiveness of the enterprise. The approach is based on the statement that the competitiveness of an enterprise is an integral value relative to the current competitiveness, its potential.

According to the methods, the current, potential competitiveness, as well as their ratios in terms of the integral indicator of competitiveness, vary. For example, the current or real competitiveness of an enterprise is often determined by assessing the competitiveness of an enterprise's products, potential - similarly to methods using the theory of effective competition.

In this approach, the method of P.V. Zabelina. In it, the competitiveness of the enterprise is represented by an additive function of the current competitiveness of the enterprise and the competitive potential in accordance with the weight coefficients [15, p. 65].

In turn, the current competitiveness of the enterprise is defined as the ability of the subject to give a profit on the invested capital in the short term, not less than a given profitability. The author considers the indicator as the ratio of the aggressiveness of the existing strategy to the demanded level of aggressiveness in the future.

Competitive potential (current prerequisites) expresses the potential to increase or maintain the competitiveness of an enterprise over the long term.

The share of total strategic capital investment is shown by weights. They are reflected in the strategy and capacities of the enterprise. These are the costs of strategic planning, market research, design of new products and launching them into serial production, for the maintenance and operation of buildings, equipment, marketing and

sales network, costs for the potential of the enterprise: recruitment, training, technology acquisition, formation of functional services, other.

Within the framework of the presented method, on the basis of evaluation tables, matrices, each of the considered indicators is determined expertly.

The advantage of the approach is that both the achieved level and the possible dynamics of the level of enterprise competitiveness in the future are taken into account.

The disadvantage of the considered group is that the specific techniques and methods used to determine the current, potential competitiveness, as a result, reproduce the methods of the already cited approaches. This entails the existing disadvantages [15, p.92]

The use of different methods for assessing the competitiveness of an enterprise, despite the lack of a universal methodology at the present time, makes it possible to acquire the basic information necessary in the development of opportunities for increasing the competitiveness of an enterprise.

Consider methods that study competing businesses.

Competitor research is often conducted by industry as a whole or by market segment.

Let's dwell on each element of the research sequence in more detail.

Identification of existing, also potential competitors.

Competitors are often identified using one of the following approaches:

- the first approach uses an assessment of the needs satisfied by the main competing enterprises in the market;
- the second approach considers the grouping of competitors according to the types of market strategies used by competitors.

The consumer demand research method is aimed at grouping competing enterprises according to the types of needs satisfied by their goods.

In the sales market, in order to identify important competitors and their roles, methods based on an associative survey of consumers are used. At the same time, it is determined with what useful properties, conditions of consumption the consumer associates the products of a well-known competitor.

In the study by the type of strategy, competitors are identified by grouping according to the key aspects of the orientation of competing enterprises in production and sales activities.

Aspects-strategies in areas:

- expansion in the market;
- price policy;
- technologies, etc.

Identifying the main competitors by the type of strategies, enterprises should take into account the mobility of the strategies of competing entities, comprehensively investigate the prospects for the development of their strategies.

Such studies identify the most important, dangerous competitors. Let's list them:

- enterprises of geographically complex markets, located for market expansion;
- enterprises using a production diversification strategy, operating in a given or related industry;
- large buyers of the goods of this enterprise;
- large suppliers of raw materials, materials, equipment;
- small enterprises, taken over by large companies that are strong competitors in the market.

The level of competition with differences in the implemented strategies is relatively reduced.

The factors listed by us determine certain conditions of functioning for competing enterprises, significantly affect the strategy of the enterprise in a competitive environment [21, p. 215].

Competitive conditions in the market dictate the need for an enterprise to take action. There is a response from competitors to measures aimed at achieving their own competitive advantage. That is, when creating your own competitive strategies, you should anticipate the reaction from the external environment, directed to the actions taken. Industrial markets are characterized by possible responses in terms of instrument (two types) and nature (also two types).

Reactions by instrument: price and non-price.

Reactions by type are conventionally divided into reactions of positive and negative elasticity, depending on the opposite or similarity of the response of the competing enterprise. Research shows that positive elasticity is more common.

Let's name the following characteristics of the market that promote competition among enterprises in the field of ways to promote their products to the market:

- increased differentiation of costs of competing enterprises;
- high market concentration;
- the presence of market differentiation;
- rapid market growth.

With a high standardization of goods, pricing methods are priority.

Observing a competitor during a purchase or negotiation is a very effective method of researching it. The essence of the approach is determined by the fact that agents specially trained for researching a competitor play the role of buyers, evaluate competitors in the course of making a purchase or negotiating. In the process of studying, the general image of the competitor, the system of his work with clients and the level of their service are investigated. By making a trial purchase, applying specific questions, the agent can collect a lot of important additional information. They also conduct a trial purchase at the enterprise itself, which makes it possible to assess their own competitive advantages, to identify their weaknesses in comparison with competitors.

Careful preparation should be done to apply this method. The preparatory work includes: defining assessment criteria, choosing the number of purchases, points, setting the time of making a purchase, describing assessment indicators, preparing "buyers" forms, conducting briefings for them, choosing the questions asked to focus on, developing a report form.

When making a trial purchase, the buying agent must use the principle of incognito. Therefore, a legend is carefully developed: who is the buyer, how did he learn about the competing enterprise, what he intends to buy.

Such trial purchases are carried out on their own, also with the involvement of invited specialists. However, if the firm is small, most of the employees of the enterprises know each other, and only outside specialists become buyers.

The data obtained during the application of this method is valuable for the development of our own customer service system. The indicators that are used to assess their service can be used as the basis for training and staff motivation systems [39, p. 140].

Study of competitors at exhibition sites.

The method is similar to the considered test purchase. Observation, negotiations are carried out at the exhibition.

When observing, one should pay attention to the activity of competitors' work with clients.

So at exhibitions one can often observe bored managers who are looking at the floor, immersed in communication with their colleagues, in their own affairs. As a result, clients find it inconvenient to look at the exhibition stand and distract the manager.

When observed at exhibition sites, the assessment indicators are as follows:

Stand characteristics:

- presence of foreign objects on the meeting tables (food, garbage);
- stand dimensions;
- execution of registration;
- quality and quantity of advertising products (catalogs, calendars, booklets, price lists);

- meeting tables;

Working with clients:

- the number of customers coming to the stand;
- attentive customer service by staff;
- active negotiations;
- additional activities to attract the attention of customers;
- manners and clothing style of staff;

- participation of the competitor's personnel in round tables;

The agent conducting negotiations at the exhibition, collecting advertising material, must have business cards (according to legend), since the exchange of business cards gives a great opportunity to conduct a confidential conversation. Note that some businesses offer their advertising materials through the exchange of business cards.

Visiting the exhibition area, an agent may not apply a special legend for competitors, he may get to know them on his own behalf. Such an acquaintance may become the beginning of mutually beneficial cooperation [39, p. 142].

A method of polling customers' competitors.

Almost every experienced leader asks himself the question: who is better - his company or competitors? In what way does the enterprise yield, in what way does it have an advantage? These questions are best answered by the company's customers. Effectively conduct a survey of customers with whom the company has established relationships, customers who have abandoned competing businesses in favor of survey initiators, customers purchasing products and businesses, and their competitors (regional distributors), these customers have established business contacts, they have the opportunity of high-quality comparisons.

When conducting a survey, you should be prepared for the unwillingness of customers to participate in it - not everyone agrees to waste their time. Then it is worth formulating conditions that increase the number of responses. For example, such conditions can be: brevity (1-2 pages), clear content of the questionnaire, motivation of clients (the need to interest them). The following pattern was established: the more loyal the client, the more willingly he participates in the survey. However, loyalty is formed for a relatively long time, but the costs of its formation always pay off.

When interviewing, it is recommended to pay attention to the points that are given below:

- you should give a justification for the purpose of the study, understand how the information received will be applied in the future;

- to formulate the motivation of customers, for which they use prizes, gifts, discounts for the purchase of goods, etc.;
- the questionnaire should be carefully thought out, the questions should be clearly formulated, to ensure convenience when filling out the questionnaire;
- the client is provided with the necessary time to fill out the questionnaire.

Let us emphasize an important point: the time spent on filling out the questionnaire should not be too small, and should not be large. To a request to fill out a questionnaire today or tomorrow, most likely, the client will be refused, since in his plans time was not allotted for this matter. By offering to fill out the questionnaire to the client in 2-3 weeks, you will force him to postpone filling in for a long time, as it is not urgent, and the client will probably forget about the questionnaire. According to the research, the most optimal time for filling out the questionnaire is a week.

Imagine for clients, for example, the following appraisal form, Table 2:

Table 2 - Evaluation form offered to customers for a survey of competitors

Indicators	Company / brand name	Evaluation	Notes (edit) (which, in your opinion, is more successful)
1	2	3	4
Advertising support Calculations Delivery			

Enterprises that received 5, 4 points in different areas have experience with clients and their work is quite successful, so they should continue to study already in specific areas, for example, research the delivery system using other methods.

It should be noted that polling is a good but costly method of researching competitors. When deciding on a survey, it is necessary to weigh all the pros and cons, to analyze other methods, the possibility of obtaining the necessary data [39, p. 144].

Applying the recruiting method.

Recruitment is an auxiliary method for analyzing competitors. From time to time, any company recruits new employees. Quite often, specialists who work or have worked at competing enterprises come for interviews. In the course of a conversation,

you can get important information about competitors, the opinion of the interlocutor is precisely the look from the inside. Note that even if a candidate for a new job is loyal to his former employer, does not disclose confidential data, it is still possible to get interesting information in his answers and to get an idea of the competitor by his behavior. Moreover, if the candidate does not suit the new employer, the information that he received from him will always be useful.

By the way, the sales manager should ask the following questions:

- what were your functions?
- what groups of clients did you serve?
- What are your tasks set by the management? And which of them did you solve effectively?
- tell us about your achievements in old places of work.
- How did you manage to get an increase in sales volume?
- What motivation system, in your opinion, is optimal for the sales department?

To use this method of work, it is necessary to conduct a briefing with a personnel specialist: determine what data he should receive from candidates for a job [39, p. 148].

The method of interviewing employees of the enterprise.

Interviewing employees working directly at the enterprise, as a method of researching competitors, is cheap and simple. The method is of great importance if the company does not record and systematize information, if all the data is only "in the heads" of employees. Often, personnel who come into contact with competitors in the course of their work, are familiar with customer reviews, with their comments and opinions, comparisons with a competitor, do not transmit this information to their employer.

When a similar situation develops at the enterprise, it is necessary to conduct a survey of employees in order to record important information "from their heads" on paper. The system of regular accounting of such information, keeping cards of competitors should be further introduced into the work. Regardless of the method of receiving information, all data about competitors are entered into the cards.

To summarize, the analysis of competitors allows: assessing the position of an enterprise in the market, studying competitors, the ability to learn from their example, the ability to use the shortcomings and mistakes of competitors as their advantages, the formation of a line of behavior of your enterprise that is distinguishable from competitors. However, one should not extol and repeat all the know-how of competitors. There is no special “magic” that has made your competitor a leader. To get a leading position on the market, it is necessary to do a lot of work related to the formation of the image, improving the functioning of all enterprise systems [39, p. 155].

Therefore, we conclude: marketing research is a systematic formation of a set of data in demand in connection with the marketing situation facing an enterprise, is a collection and analysis of information, a report on the results of work. Evaluates the competitiveness of a SWOT enterprise. This analysis allows you to study the external and internal environment together. It makes it possible to form a complex of strategic actions aimed at strengthening competitive positions and developing the enterprise. One of two approaches is taken as the basis for identifying existing, also potential competitors:

- the first approach is formed through an assessment of the needs satisfied by the main competitors in the market;
- the second approach uses the grouping of competitors according to the types of market strategies used by competitors.

In order to identify more significant competitors in the sales market, as well as their roles, enterprises use the methods of associative customer survey. Determine with what useful properties, conditions of consumption, the consumer associates the product of a competitor that has proven itself in the market.

An analysis of the characteristics, nature of the marketing strategy of competing enterprises is necessary, since when promoting its goods and services to the market, an enterprise can use it to assess the likely actions of its competitors.

The main methods of studying competitors:

- obtaining data from open sources: advertising, mass media (newspapers, magazines), websites;
- trial purchases, negotiation;
- conducting research of competitors at exhibition sites;
- Conducting a survey about customers' competitors;
- the study of data in the selection of personnel;
- conducting a survey of employees of the enterprise.

1.3 The main types and the economic essence of marketing

Marketing, as such, is focused directly on a product, product or service. Its main focus is on production for the release of cheaper and more demanded products and replenishment of the market.

To create such a product or service, the very fact of its existence would initiate the formation of a new sphere of industrial activity. [3]

In consumer-oriented marketing activities, criteria such as requests, desires and preferences of consumers are identified. For the administrative and economic activities of the enterprise, it is advisable to apply all types of marketing, since their combination leads to obtaining the maximum result. This combination has such a rationale as integrated marketing. [17]

For the economy of the Russian Federation, the most acceptable type is marketing mix or integrated marketing, which includes and studies all the factors affecting the market.

A marketing mix is a complex effect of all factors prevailing in the market, both internal and external.

Demarketing is a type of marketing in which there is a purposeful decrease in demand for a product or service, the reason for which is an insufficient amount of production capacity and the inability to meet consumer needs. To reduce the demand for manufactured products, they use such tools as raising the price of a product or service, refusing to advertise, etc. [6]

Conservative Marketing - This type of marketing is used when there is negative demand. This occurs when most business segments of the market reject the product.

Also, other types of marketing are distinguished, depending on the situation in the market:

- Concentrated marketing is the concentration of efforts over the share of several narrowly focused specialized markets;

- Remarketing is a decrease in demand for a product or service, as a result of which actions are taken to revive it;

- Mass - this type of marketing, directly related to mass production and stimulation of demand for the sale of the same product for different categories of buyers;

- Industrial - this type of marketing ensures the interaction of the enterprise with other organizations, which in turn are consumers of this product or service and use it for further processing or resale, to obtain various material benefits; [14]

- Trial - with this type of marketing, one or more regions are initially selected, on the territory of which a pilot project is launched, and based on the data obtained and observation of real events that occur in a given period, a further formation of the company's marketing strategy for this product or service takes place. [7]

The main constructive elements of the marketing activities of the enterprise:

- Product policy - this element considers the product as part of the full range of products and evaluates all its characteristics from all sides, both for the manufacturer and for the potential consumer of this product or service in market conditions;

- Price policy or pricing policy - a study is made of all factors and specific conditions in the market that affect the sale of this product, the prevailing attitude towards the manufacturing company and the products it produces;

- Distribution policy - this function includes factors such as means of delivery of goods to the market to a specific consumer of products, as well as distribution channels of products and their warehousing [19].

2 Object and research methods

2.1 General characteristics of the enterprise LLC "YDM"

Manufacturing company LLC "YUDM" - is one of the largest organizations for the production of cabinet, office, student furniture in the city of Yurga. The company was founded in 2010.

LLC "YDM" has been on the furniture market for over 5 years. The products are very extensive and find customers in a wide range of geographic ranges. Furniture is delivered to both small and large cities in Siberia. The products are constantly updated and adhere to the middle price segment.

Furniture is provided both from the main company and through partners. Due to this, the buyer has the opportunity to order furniture and buy it at a fairly low price, bypassing intermediaries, and save money.

The production company LLC "YDM" was established and operates in accordance with the Civil Code of the Russian Federation, the Federal Law "On Limited Liability Companies" (dated 8.02.1998, No. 8-FZ). LLC "YDM" was created by one of the founders. The founder of YDM LLC bears the risk of losses associated with the work of the organization, within the value of the deposits invested by him.

In order to offer employees a new product, you first need to study in detail the consumer demand for a particular product or service. The company's activities are in step with the release of high quality products and a culture of customer service. The circle of partners and clients is expanding thanks to the skill of the employees and an individual approach to the order of each client.

There is a high moral and psychological climate inside the company, which easily makes it possible to accurately and accurately cope with work and produce high quality products. This attracts other companies and banks to invest in production. All manufactured furniture is made by people who have worked in this field for many years, in other words, highly qualified specialists. The correct direction of development is especially important, as evidenced by the strengthening and expansion of

relationships both within the team and with the external environment - banks and partners. The main direction of LLC "YDM" is the production and sale of high-quality cabinet furniture intended for home, office, upholstered and children's furniture, kitchen furniture. More than 1000 models have already been released or are in the final stages of development. The enterprise has in its arsenal new imported high-quality equipment with professional specialists. The furniture complies with GOSTs and is certified. The equipment brought from Germany and Italy is used for the production of furniture in order to reduce scrap in production. In accordance with the norms of the Russian Federation, all products of YDM LLC are certified. [15]

The main material for the production of furniture is chipboard. It is the base and is a multilayer material obtained by hot pressing wood particles mixed with synthetic formaldehyde resins.

Chipboard is devoid of many drawbacks, for example, knots of internal voids and cracks, plus everything, it meets the most stringent requirements for panel materials. The main advantages of chipboard are: high strength; rigidity; uniformity; softness in processing. Chipboard is also able to firmly hold nails and screws. A paraffin wax emulsion provides water resistance to this stove and is usually used for kitchen tables. Laminated chipboard is a board made of special decorative paper with a protective coating, the board is impregnated with melamine resins. The term melamine board is sometimes used in connection with this term. The laminated board has a number of essential qualities for the consumer: heat resistance, moisture resistance, and also has a high resistance to damage of another kind. Note that this plate meets all sanitary and epidemiological standards governing the content of formaldehyde resins. In turn, MDF is made from finely dispersed wood chips by dry pressing using binders. The material is formed in the form of a plate, carrying out subsequent hot pressing (density 700-870 kg / cubic meter). Lignin acts as the main element that binds chips and is released during heat treatment of wood. The use of substances that have a harmful effect on health is excluded.

The ecological cleanliness characteristic of MDF appears thanks to a natural material, not synthetic, which acts as the main binding element in the boards. MDF is

faced with synthetic, natural veneer, also PVC foil, paper-resin foil. Laminate is a very popular cladding in modern times. The durability of MDF is achieved by covering the product with a laminate, and the number of color options and textures of the coating can satisfy even the most demanding consumer, thereby satisfying his discerning taste. Natural wood loses to MDF in terms of mechanical characteristics and moisture resistance. The mission of YDM LLC is an individual approach to any client and the provision and production of high quality furniture products. The main goal of the furniture Factory LLC "YDM" is to obtain and maximize profits, as well as their direct distribution among the owners. The main task of the organization is fruitful cooperation with regular partners and the search for new customers and clients.

The highest goal is, of course, the formation of the needs of the market as a whole, and the satisfaction of the needs of buyers, and the most sophisticated ones. But needs can be divided according to certain criteria, so it becomes necessary to rank and prioritize them. The goals of the company should be commensurate with its capabilities, namely, with intellectual, technical, financial and personnel levels, as well as with raw material capabilities.

LLC "YDM" copes with its task and purpose quite successfully, today this enterprise is one of the leading in the city of Yurga and specializes in the manufacture of furniture. In the process of observing and performing certain actions, purposeful management of the organization's activities is carried out.

A control system is a set of a body and a control object that function as a whole. The type of management activity or direction, characterized by a separate set of tasks, and performed by special techniques and methods, is called the general management function [26, p. 131].

Personnel management is a fairly broad definition that covers a very wide range of issues - from employee motivation to the formation of the concept of personnel management. The management system of YUDM LLC operates in accordance with:

- the Constitution of the Russian Federation;
- Federal Law "On Limited Liability Companies";
- Labor Code of the Russian Federation;

- the Articles of Association of the Company;
- STP VTsIR 20.18.001-2008 QMS "Organization of training, retraining and advanced training of personnel";
- STP VTsIR 20.18.003-2008 QMS "Personnel Management";
- Regulation "On the main directions of personnel policy";
- the regulation "On remuneration of employees";

The main task of the personnel management department is to provide all departments of the organization with qualified personnel, to actively train and train personnel, as well as to motivate employees in the production process. In the process of personnel management at the enterprise, a variety of types of work are used: trainings, seminars, practical exercises, the method of brainstorming, role-playing games, etc.

Subprocesses are an integral part of the main processes in the enterprise for personnel management, namely:

1 Personnel accounting and marketing:

- research of needs (prospective and current) in personnel;
- hiring personnel, that is, the satisfaction of the organization in qualified workers.

2 Personnel analysis and assessment of its effectiveness:

- creation of such a system that evaluates the performance, potential and personnel audit.

- providing the organization with a personnel reserve (carrying out work with an operational reserve, with a reserve for key management positions);

- analysis and development of requirements taking into account all factors;

3 Personnel development:

- formation of the main program, ways in the field of personnel development;
- planning of personnel development; provision of educational and material base in order to train employees in key professions; improvement of the system of continuity of professional training (school - college - university - enterprise - self-education - postgraduate education); education of the personnel reserve.

4 Motivation of employees. Labor organization - the formation of a motivation system focused on increasing the quality of manufactured goods; organization of work, providing an increase labor productivity; formation of wages; providing social support to employees.

5 Work-oriented work: adaptation of employees at the enterprise; work with young personnel. In the process of personnel and enterprise management, different methods are applicable: economic, administrative, social. Through them, methods of influence are provided, both on the team and on individual employees for the implementation of their current activities in the course of the operation of the enterprise. All types of methods presented for use are organically interconnected. Power is the basis of the administrative method, which is characterized by strict discipline and the presence of penalties. All administrative acts are binding. Each issued act meets legal norms that are implemented at certain levels, as well as orders, acts emanating from higher management bodies. The methods of administration are based on the principles of strict discipline and responsibility, as well as on the principles of one-man management. The organizational regulations formulate what the personnel are obliged to do. All this is enshrined in the regulation on structural divisions, which establishes the tasks, functions of the enterprise, the rights and obligations of employees, etc.

The staffing table is drawn up on the basis of the position of this unit, organizing its daily activities. The results of a structural unit can be assessed just with the help of this provision, thus you can see what positive and negative sides this or that structural unit has. [17]

Organizational regulation at the enterprise includes:

- Technical conditions, standards (quality and technical base);
- technological maps (technological standards) and route maps
- operational and repair standards (provisions for scheduled preventive maintenance);
- labor standards (qualification grades, tariff rates, bonus system);
- financial and credit standards (own and borrowed working capital);

- relationship with the budget and profitability (i.e. deductions to the budget);
- transport, material and supply standards (costs of materials, transport downtime rates for unloading, loading, etc.);
- organizational and managerial standards (business trips, dismissals, internal regulations).

Instructions on organizational and methodological issues of the divisions of the enterprise are presented in the form of various kinds of instructions, instructions provided for in this enterprise. Organizational and methodological instructions:

- rights and obligations of personnel, job descriptions
- recommendations that describe the performance of certain works that have a specific purpose
- methodological instructions that determine the order, form of work when solving a specific production issue
- work instructions that define the process and indicate the sequence of actions during production.

The main results of the production activity of the enterprise are expressed by the fact that the enterprise produces a very wide range of furniture products from laminated chipboard, as well as furniture on a metal frame (folding beds). The body is made of laminated chipboard, the facades are made of environmentally friendly and durable MDF material, which is created from natural wood. The cladding is carried out with PVC foil on the front sides of the facade. According to the postforming technology, countertops are made from moisture-resistant chipboard, the thickness of which is 28 mm. Production names in the product range of the enterprise are:

- children's furniture;
- bedrooms;
- hallways;
- wardrobes;
- cabinets;
- tables;
- chests of drawers;

- computer tables;
- kitchens.

Note that the most rapidly developing segment of office furniture. Sales have been increasing by 20-25% annually since 2011.

But still more popular is cabinet furniture, inexpensive, made of laminated chipboard, this fact was noted above. The furniture manufacturing technology is simple, in Russia there is plenty of it and it is easy to process. This material is beneficial and allows high quality furniture such as kitchens to be produced without difficulty. Inexpensive kitchen furniture produced at the enterprise is half cheaper than imported analogue due to the order "directly", bypassing intermediaries, while the quality remains at a high level.

Recently, buyers have ordered and made beautiful kitchens, despite the fact that they still have old work furniture.

Also of interest is the area of specialized furniture, which is produced to order for medical institutions and industrial enterprises. Less often in research organizations. Although the company "YUDM" LLC is rather small, the geography of its customers who buy products extends beyond the Kemerovo region.

For consumers, the factor of close production of the enterprise is very important, which solves several important issues and problems at once, such as: how to deliver products, at what price, is it possible to obtain a loan? Thus, they can directly contact the manufacturer and easily exchange their goods if, for some reason, they are not satisfied with it. And the manufacturer can speed up the turnaround time of their funds.

Another characteristic feature of the enterprise in question is the execution of products to order. A small enterprise cannot freeze its funds in warehouse stocks for a long time, since the turnover of funds in the furniture industry is quite long. It takes at least 2 months from the purchase of raw materials to the return of money. But such a scheme affects the rhythm of the enterprise, disrupting it. The number of orders decreases in May and the situation persists through August. In the fall, there is a rise. The most active month of sales and orders is December, when the order is made "for

the holidays". And in January there is a lull again. The hopes for the future are increased consumer wealth. When the need for food and clothing is satisfied, a person begins to look in what kind of environment he is and what surrounds him. And he strives to contribute to the improvement of his place, in which he is most often.

LLC "YDM" is a manufacturer of new generation furniture. It features excellent quality and reliability. LLC "YDM" promotes defect-free furniture production, and also pays special attention to new technological developments and innovations.

3 Calculation and analytics

3.1 Analysis of the main economic indicators of LLC "YDM"

The work of the enterprise is characterized by a set of methods and techniques that ensure the maximum benefit of any trade operation focused on each partner, taking into account the interests of the end customer. The company's services are always in demand in Yurga and in the Kemerovo region. The main goal of his activity is to generate profit by satisfying consumer demand. The mission of the company is to increase the quality of services, increase the customer base and expand the range of products sold.

The economic efficiency of LLC activities is characterized by indicators that determine the profitability of products, the profitability of the enterprise and its profitability. Here are the main indicators of the organization's work.

Table 3 - Main indicators characterizing the activities of LLC "YDM".

Indicators	Value		Change	Average annual value
	2019 г.	2020 г.	thousand roubles.	thousand roubles.
1	2	3	4	5
Number of completed orders	189	203	14	196
Sales proceeds, thousand rubles	11454,9	13232,3	1777,4	12343,6
Full cost price, thousand rubles	8483,6	9703,8	1220,2	9093,7
Profit from sales, thousand rubles	2971,3	3528,5	557,2	3249,9
Product profitability, %	35	38,4	3,4	36,7
Average turnover. assets, thousand rubles	2416	3236	820	2826
Turnover ratio of turnover.	4,7	4,1	-0,6	4,4
Material consumption of 1 order thousand rubles.	44,8	47,8	3	46,3
Labor productivity, thousand rubles	1145,4	1323,2	177,8	1234,3

Here are the calculations of the indicators in Table 2.

We determine the profit from the sale of the company's products:

$$PP = B - PS, (1)$$

where B is the proceeds from sales;

PS is the total cost of goods sold.

$$PP\ 2019 = 11454.9 - 8483.6 = 2971.3$$

$$PP\ 2020 = 13232.3 - 9703.8 = 3528.5$$

Determine the ratio of the turnover of working capital:

$$Cob = B / OA, (2)$$

where B is the proceeds from sales;

OA - average value of current assets

$$Cob\ 2019 = 11454.9 / 2416 = 4.7$$

$$Kob\ 2020 = 13232.3 / 3236 = 4.1$$

Material consumption of products:

$$MP = S / Z, (3)$$

where C is the total cost;

3 - the number of completed orders.

$$MP\ 2019 = 8483.6 / 189 = 44.8$$

$$MP\ 2020 = 9703.8 / 203 = 47.8$$

Labor productivity summarizes the indicators, it is calculated:

$$PT2020 = VR / CHR, (4)$$

where BP is the proceeds from the sale of products, thousand rubles.

CR is the number of key personnel.

$$PT2019 = BP / CHR = 11454.9 / 10 = 1145.4 \text{ thousand rubles. for 1 employee.}$$

$$PT2020 = VR / CHR = 13232.3 / 10 = 1323.2 \text{ thousand rubles. for 1 employee.}$$

Let's define the indicators of material efficiency:

$$MO = SP / SR., (5)$$

where SP is the cost of manufactured products,

CP - the cost of the resources used (the cost of purchasing materials).

$$MP\ 2019 = 11454.9 \text{ thousand rubles.} / 1316.4 \text{ thousand rubles.} = 8.7 \text{ rubles.}$$

$$MP\ 2020 = 13,232.3 \text{ thousand rubles.} / 1472.6 \text{ thousand rubles.} = 8.9 \text{ rubles.}$$

From the calculations we see: material efficiency in 2019 is lower compared to 2020. Profit distribution occurs every six months.

The material and technical base of the enterprise has a great influence on the organization, namely on its condition and development. The reconstruction was carried out in 2019.

Utility and storage facilities have been reduced, thanks to which an additional four square meters of usable area has been added. At the same time, the total usable area for 2020 is 42 square meters. These areas, including the hall and storage facilities, are equipped with the latest equipment.

In 2020, the distribution costs of the enterprise in question were equal to 618 thousand rubles, utility bills of the LLC amounted to 178 thousand rubles. The organization does not pay rent because it owns the premises. The expenditure side will include the annual payroll, equal in 2020 to 1,480 thousand rubles. Parameters such as profit, depreciation deductions, funds of targeted financing help to evaluate the efficiency and activity of the enterprise. The use of the material and technical base of the enterprise is directly related to the mode of operation. In particular, the beginning of working hours and lunch break and weekends.

The organization starts working at 9, on weekdays the working day ends at 18 o'clock, on Saturday - at 13 o'clock. Eight hours is the average working day in a business. The success of its work, like that of many organizations, depends on the personnel working in the enterprise. One of the important indicators of the efficiency of the enterprise is the promptness of deliveries. The amount of revenue depends on the promptness of deliveries, as well as on long-term profitability. There is also a possibility of a surcharge to the standard price.

Due to the fast delivery of goods, or a large number of sales at a standard price. Note that the speed (efficiency) of sales can be a characteristic of the work cycle, as a result of which the enterprise wins by the first delivery of modified (new) goods to the market or wins by forcing this cycle and testing new products in the market. The time from the receipt of the order to the arrival of the goods on the market is called the indicator of the speed of delivery. Generally, the faster the process is, the better, but sometimes the acceleration is gained by increasing the cost of the initial materials, so that the benefits often become additional costs. In certain cases, it is more important to

keep the delivery schedule than to achieve an increase in the speed of the production process.

For example, the generally accepted standard at an enterprise for order fulfillment is seven days. Suppliers deliver materials to the enterprise within 2-4 days (depending on the supplier). The owner carries out the activities of the enterprise, and often he is the director of the enterprise. The management structure, as a rule, is determined directly by the director of the organization.

On behalf of the enterprise, the director represents the interests of the organization, concludes contracts with its partners, signs powers of attorney, issues orders, instructions, and also approves the staffing table. Cash, non-cash funds - forms of payment used in the company.

The formula for calculating the dynamics of revenue growth (in current prices, APT):

$$DTO = F_{to} * 100 / F_{tp} \text{ (6)}$$

FTP - The actual revenue of the enterprise for the last year (2019), equal to 11454.9 thousand rubles;

FTO - The actual revenue of the enterprise for the reporting year (2020) is equal to 13,232.3 thousand rubles.

We have an income forecast for the reporting year 2018 - equal to 12,000 thousand rubles. Obviously, this figure was higher in 2018, the reporting year.

Let's define the dynamics of growth for the period 2019 - 2020: i.e. 13,232.3 thousand rubles * 100 / 11454.9 thousand rubles. = 115%. From this we come to the conclusion: annually the indicators of the organization's detail, coupled with profit, are growing.

In 2010, the level of distribution costs was, as indicated, RUB 1,318 thousand, and in 2014 it amounted to RUB 1,119 thousand. The data of the balance sheet of the LLC (dated January 1, 2021) show that the assets of the organization increased over the year by 140.9 thousand rubles. The company has no losses as of January 1, 2021.

3.2 Analysis of the dynamics of product sales, product range

The dynamics of sales of furniture produced by the enterprise is discussed in Table 4.

Table 4 - Dynamics of sales of goods of LLC "YDM"

Quarters	2019 sales	Specific weight,%	Sales volume for 2020	Specific weight,%
1	2	3	4	5
1	3120 thousand rubles.	27,3	3440.4 thousand rubles	26
2	2410.4 thousand rubles.	21,1	2646.5 thousand rubles	20
3	2240.1 thousand rubles	19,6	3175.8 thousand rubles	24
4	3684.4 thousand rubles	32,2	3969.6 thousand rubles.	30
In just a year	11454.9 thousand rubles	100	13,232.3 thousand rubles	100
Average quarterly level	2863.7 thousand rubles	25	3308.075 thousand rubles.	25

We see from the data in the table that the sale of the products of the enterprise in question is uneven during the quarters of the year, the process develops irregularly. But let us note that the general dynamics of product sales does not change. In the first and fourth quarters, we see the maximum implementation, which is determined by the New Year holidays, long New Year and Christmas holidays. Many consumers at this time update the interior of the house, carry out repairs, buy furniture.

There is an explanation for this phenomenon from the point of view of finance - consumers receive the thirteenth salary in December, spend less money compared to the autumn-winter period, for the summer period, as we know, vacation expenses are characteristic.

For the rhythm of production, the stability of monetary circulation and, accordingly, for the indicators of the organization's trading activity, economically sound forecasts made by quarters (i.e. periods of the year) are important.

Let us give an analysis of the profitability indicators of LLC "YDM". Product profitability is the effectiveness of the costs associated with the production and sale of products.

$$R = P / D \times 100\%, (7)$$

where R is profitability,

P is the amount of profit from the sale of products,

D - the sum of the decapitalized (written off) expenses for the reporting period (full cost price) thus,

$$R_{2019} = 2971.3 / 8483.6 \times 100\% = 35$$

$$R_{2020} = 3728.5 / 9703.8 \times 100\% = 38$$

The above figure shows: each ruble of costs used in the operation brought the enterprise a profit of 0.3 rubles. That is, we see: the profitability of 2014 is lower than the profitability of 2015.

This year, YDM LLC carried out its activities more efficiently. The growth in profitability in 2020 (in comparison with the previous year) is associated with an increase in income this year for all groups of goods manufactured by LLC YDM.

As you can see, the main goals of the organization, according to the activities of LLC YUDM, are feasible:

1 Making a profit by increasing profits to the planned level.

2 Growth in the development of the company through an increase in turnover, as well as an increase in market share and the number of employees.

3 Offer of guarantees - formation of financial reserves.

The data in Table 3 confirm that in 2020 the organization significantly improved its performance indicators. Information about the company is vital, presented in the form of advertisements in print media and on the Internet. However, the main advertisement for the company was the recommendations of its clients. The allocation of priorities has brought special significance to the activities of the LLC. And as the analysis confirms, in 2015, the company in question, according to the above, was able to improve its financial performance.

Product range.

Note that the product policy is an integral part of both marketing and economic policy, including for our company. Its most important element is the formation of the assortment, as well as its effective management.

What is the product range? By definition, these are goods related to each other according to the principle of functioning, also by supply, their sale in certain types of trade enterprises, to specific groups of consumers, sometimes within a certain price range.

The considered characteristic is determined by the breadth (or the number of assortment groups) and depth (the number of positions in a particular assortment group). Planning, creation and management of the assortment is a proposal of a commodity producer who has timely determined the set of the desired product, which corresponds to the profile of his activity and fully meets the requirements of specific categories of consumers.

The heads of the marketing department are obliged to solve the problem when it is more effective in time to spend money on modifying the product and not bear - cabinets;

- chests of drawers;
- wardrobes;
- bedrooms;
- hallways;
- tables;
- computer tables.

3.3 Marketing research of consumers of products of LLC "YDM"

Time and detailed analysis, i.e. conducting marketing research of the consumer is necessary in order to understand how the company and its products meet the needs of its customers. The obtained research data helps to segment the market and select the target segment for the enterprise, which will make it possible to better predict the needs of the buyer and the directions of their satisfaction.

Market segmentation is the division of the population of buyers into specific groups, which are characterized by a certain set of features. Segmentation according to

geographic location makes it possible to predict the relationship between the changing composition of participants in the market and the increase in transport tariffs.

On the basis of accounting, management accounting, conducted by LLC "YDM", table 5 provides data on consumers. For the type of products, the wardrobe for the analysis, we present the information available at the enterprise.

Table 5 - Initial data for market segmentation by group of product buyers - sliding wardrobes

Consumer (by geographic location)	2019			2020		
	Actually delivered, units	Price rub / unit.	Cost, thousand rubles.	Actually delivered, units	Price rub / unit	Cost, thousand rubles.
1 Yurga	60	6850	411	70	7200	504
2 Yurginsky district	20	6850	137	23	7200	166
3 Bolotnoye	6	6850	41	8	7200	58
4 Kemerovo	7	6850	48	9	7200	65
5 Other areas	2	6850	14	3	7200	22

According to the provided market research data, most of the consumers live in the city of Yurga and the Yurginsky district, and a significant part is located in the cities of Kemerovo and Bolotnoye, only a small share of buyers is represented by other districts.

Here is a developed, approximate questionnaire intended for a potential customer of the product.

1. Age _____
2. Gender _____
3. Marital status _____
4. Profession _____
5. Average monthly income _____
6. Region (city) _____
7. Accommodation:

- rented
- own

8. Mark the more significant, in your opinion, product indicators, listing the numbers in ascending order with decreasing importance:

- product quality
- price
- brand
- product design
- comfort
- efficiency
- environmental properties of the product

9. The class of furniture you prefer:

- suite
- middle
- Economy class

10. Your attitude to innovations:

- I buy only checked things
- I have a positive attitude to the new
- other _____

11. Your preference when paying for the purchase of furniture:

- one hundred percent advance payment of goods
- installment payment
- purchase on credit

12. More acceptable type of delivery:

- own transport
- by the transport of the enterprise
- hired transport

13. Choose a service when buying furniture:

but)

- assembled goods

- the goods are disassembled

b)

- prefer self-assembly of goods

- use professional assembly

14. You learned about our company from the source _____

15. Have you previously bought our product at the enterprise? _____

16. Opinion and your wishes for the quality of service (pre-sale, after-sale)

Analyzing the survey data, we can draw the following conclusions characterizing the portrait of the buyer of the products of the considered enterprise (table 6).

Table 6 - Customer profile of LLC "YDM"

Questionnaire questions	Buyer groups
one	2
1 Age	25-60
2 Gender	Women 65%
3 Marital status	Married
4 Income	Average / above average
5 Age of children	-
6 House (own / rented)	Own
7 Specialty (one / two)	-
8 Education	Higher

3.4 Marketing research of competitors of YDM LLC

More than 15 enterprises manufacturing and selling furniture operate in this market in the city of Yurga, enterprises are local and from neighboring regions.

Let's list the main competitors of YDM. These companies manufacture and sell their products:

- LLC "Yurginskaya furniture company", produces cabinet furniture;

- LLC "Veles", produces cabinet furniture;

- LLC "Peteva", manufactures cabinet, upholstered furniture;

- FE Vereshchagin "Massive", manufactures cabinet, upholstered furniture;

- Company Soyuz Mebel, produces cabinet, upholstered furniture;
- IP Devyatirikov manufactures cabinet furniture.

It is worth noting that at present the furniture market of Yurga is an example of the existing competition, the market is even, by the way, oversaturated with the offer of these products. Over the past two years, more than five companies have opened in this city, many of which have won grants to support small businesses that manufacture furniture, while a large number of second-hand stores are continuously launched on the market. But they sell furniture from manufacturers from different regions at inflated prices. From a certain point of view, this fact gives YDM LLC a chance to gain a large market share by displacing some of the small competing enterprises from the market, although competition in the market in question is active. But enterprises sell almost identical goods, there are also weaknesses in the quality of customer service, in the quality of the additional services they offer, the location of competitors is not always advantageous, the price level is high, the assortment is scarce, there is a lack of variety in design, inconsistency with fashion trends, not available products. That is, there are real opportunities to use the disadvantages of competitors, translating them into their own advantages. The cost of a sliding wardrobe and a bedroom at YDM LLC is 7,000 and 33,000 rubles. respectively. The main competitors of YDM are presented in Table 7.

Table 7 - Competitors of YDM LLC in the wardrobe and bedroom segment

Competitor company	Location	Price rub / unit goods	
		Sliding wardrobe	Bedroom
1	2	3	4
1 LLC "Yurginskaya furniture company"	Yurga	7500	35800
2 Veles LLC	Yurga	10000	43200
3 LLC "Peteva"	Yurga	6600	34300
4 SP Vereshchagin "Array"	Yurga	8400	38200
5 Soyuz Mebel Company	Yurga	7200	35500

According to the data in the table, prices for furniture manufactured and sold by competing enterprises are quite acceptable. So, LLC "Peteva" sells its furniture at slightly reduced prices in comparison with other enterprises. Compared to the Soyuz Furniture factory, the prices of competitors are kept at approximately the same level. LLC "YDM" offers the buyer its products at lower prices, if we talk about the enterprises of LLC "Veles", FE Vereshchagin "Massiv".

Table 8 provides an analysis of performance indicators, strategies, goals of competing enterprises.

We use the methodology by which we assess the competitiveness of enterprises according to four groups of criteria - production, marketing, management and finance.

We identify the relative importance by groups of criteria, assign for each the importance indicators Z_1, Z_2, Z_3, Z_4 . Moreover, $\sum Z_j = 1$;

In turn, for the content of each group, we define important criteria W_{ij} . They make it possible to obtain a comprehensive assessment of the positions of the main competing company and the company itself on the market. Moreover, $\sum W_{ij} = 1$.

Let's calculate the overall integrated assessment of competitiveness:

$$P =, (2.1)$$

where m is the number of groups of criteria;

n is the number of criteria in the j -th group;

Z_j is an indicator of the relative importance of the j -th group of criteria;

W_{ij} is an indicator of the relative importance of the i -th criterion in the j -th group;

X_{ij} is the significance of the criterion in points.

Table 8 - Assessment of the competitiveness of the enterprise and the main competitor

Competitiveness assessment criterion	W_{ij}	LLC "YDM"	LLC "Peteva"	Company Union Furniture	LLC "Yurginskaya furniture company"	LLC "Veles"
1	2	3	4	5	6	7
1 Production:	0,4					
1.1 Production equipment level	0,3	35	10	20	30	30
1.2 Production security	0,1	35	35	30	40	40
1.3 Supply of raw materials and materials	0,4	45	30	40	30	40
1.4 Perspective and product quality	0,2	45	20	35	45	45
2 Management:	0,2					
2.1 Staffing	0,3	40	30	30	35	40
2.2 Professional level of workers	0,4	40	40	30	40	35
2.3 Qualification of managers	0,2	30	20	30	30	40
2.4 Staff turnover	0,1	30	20	15	25	40
3 Marketing:	0,3					
3.1 Market research costs	0,2	20	5	25	25	30
3.2 Location of sales branches	0,4	35	15	40	45	35
3.3 Costs of sales promotion, advertising	0,3	35	15	40	45	35
3.4 Degree of implementation of marketing programs	0,1	30	20	30	35	35
4 Finance:	0,1					
4.1 Product profitability	0,5	35	30	40	40	35
4.2 Financial security	0,3	30	35	30	35	40
4.3 Possibility of obtaining loans	0,2	35	25	25	30	40
R	0,4	36,6	22,3	32,7	36,25	36,75

According to table 8, according to the general integral assessment of competitiveness, it can be said that LLC "YDM" is a fairly competitive enterprise. Its competitiveness indicator is less than, as we can see, that of Veles LLC, but by an insignificant amount. LLC Yurginskaya Furniture Company is slightly behind. Also the lagging behind among the enterprises in terms of competitiveness can be called - LLC "Peteva".

As already mentioned, the result of marketing research on competition is the identification of the strengths and weaknesses in the activities of competing enterprises in the market. The result of these studies is the result of an analysis that takes into account all the nuances of production and distribution, finance and competitors' strategies. He draws conclusions about the ways to resist competition in the market. An analysis of all aspects of the enterprise's activities is shown in Table 9. For the assessment, a point system from 1 to 3 points was used.

Table 9 Analysis of the strengths and weaknesses of competing enterprises

Criterion	LLC "YDM"	LLC "Peteva"	Company Union Furniture	LLC "Yurginskaya furniture company"	LLC "Veles"
1	2	3	4	5	6
Product	20	14	15	15	19
Quality	3	2	2	2	3
Style	3	2	3	2	3
Brand prestige	2	2	3	3	3
Range	3	1	2	2	3
Technical specifications	3	2	2	2	3
Reliability	3	2	2	2	2
Environmental friendliness	3	3	1	2	2
Price	9	5	6	9	9
Purchase price	2	2	1	3	2
Availability of discounts	3	1	2	3	3
Form and terms of payment	2	1	2	2	3
Loan conditions	2	1	1	1	1
Sales	8	5	8	10	10
Sales form	2	1	3	3	2
Market coverage	1	1	2	3	3
Placement of warehouses	2	2	1	2	2
Transport system	3	1	2	2	3
Product promotion on the market	8	6	8	10	10
Advertising	3	2	2	2	3
Individual sale	2	2	2	2	2
Sales promotion	1	1	2	3	2
Demonstration of goods	2	1	2	3	3
Grand total	45	30	37	44	48

This analysis shows that the products are the strong point of the YDM LLC. The cabinet furniture made by YUDM LLC is of high quality and reliable, it is recognized as an ecological product. The prices for goods produced by LLC YDM are also a strong point of the enterprise, but they are approximately at the level of prices of two competitors: LLC Veles and LLC Yurginskaya furniture company. You should focus on sales, and also work on promoting products on the market. The use of a well-thought-out, effective marketing campaign will promote the promotion of the products of the production in question to the Yurga market.

3.5 Ways to improve the competitiveness of products manufactured by YDM LLC

The main directions of ensuring the quality and competitiveness of YDM LLC products in the market.

The increase in furniture sales is considered to be a sign of the growing prosperity of the society. Consumers strive to make the world around them diverse, having the financial resources for this. Old traditions, when furniture was bought for several years in advance, are a thing of the past. Nowadays, it is fashionable to constantly update the environment, to introduce modern, possibly more comfortable, environmentally friendly elements into the interior.

Note that today the market competition is intensifying, which is certainly noticeable in the segment of the sale of cabinet furniture, it covers over 20% of the market volume. Enterprises working to improve the quality of their products in this segment must improve their sales technology. This measure will allow them to take an advantageous position in the market.

The constant updating of the range of products, modification of existing products has a great influence on the effective operation of the enterprise. Therefore, the specialists of the enterprise study the novelties of the furniture market, moreover, manufactured at companies from near and far abroad. This work is carried out, among

other things, thanks to visiting industry exhibitions held in Novosibirsk, Kemerovo, Krasnoyarsk, in which the participation of the company's specialists is mandatory.

Such events make it possible to get the right direction in the enterprise's activities on the cabinet furniture market, to study the demand for the design of new furniture models, to solve the issue of the rationality of the production of specific models, to form the time frame and frequency of work required in this area.

Another way to improve the efficiency of an enterprise is to optimize the structure of the assortment of manufactured products. Only the withdrawal of unprofitable, unprofitable products from the assortment will provide an increase in profits.

The optimal structure of the assortment is formed by the correct choice of the names of the manufactured products, the volumes of their output and the determination of the prices for their sale. The solution to these problems is a compromise, because only it takes into account the full current situation in the market, the current financial expectations, the availability of resources, as well as the direct production potential of the enterprise itself.

Cabinet furniture is characterized by the volume of renewal of the assortment by more than 30%, corresponding to the volume of goods produced in actual prices, however, the growth in the volume of production of these products is noted only for the next year, while the process of their adaptation is coming to an end in the consumer market.

All products manufactured in 2015 correspond to modern design possibilities and comfort, ergonomics achieved through the design of goods.

The design and production of new models is carried out taking into account certain types of materials, respectively, using textures and colors that make the model unique, providing it with a distinctive and modern design.

In addition to the production of new models, the enterprise is working on improving the design of products, modernizing them, introducing new types of raw materials, materials that are characterized by durability, provide comfort and increased quality of manufactured goods.

Improving the marketing activities of the company should be aimed at presenting its brand, focusing on the income of various categories of the buyer, a variety of consumer tastes and preferences. You should be aware of modern world trends in the production of furniture products. This means, to be able to use progressive energy-saving technologies that make it possible to produce high quality goods that are in demand design, allow finding products in different segments of the modern market for their place.

Let us name the significant areas of growth in the competitiveness of goods - this is the development of trade processes, commodity circulation, as well as the improvement of customer service, advertising of manufactured products, which are the most important means of stimulating consumer demand.

The main phases of cost formation are the volume of production, sales of goods, the structure of the assortment.

A decrease or increase in the volume of production of goods (or their sales) determines the value of specific fixed costs, i.e. forms the cost of production. Recall that in a market economy, only what is sold should be produced. The reality is distinguished by the existence of a command-administrative economy, which reduces the main task of the enterprise to the fulfillment of certain target criteria, predicted according to the regulated socio-economic development.

To determine the directions of achieving the quality and competitiveness of the goods of YDM LLC, a survey of the company's buyers was organized in order to establish their preferences. That is, the marketing research was carried out in the form of a survey of visitors to the warehouse-store of LLC "YDM"

After analyzing the work of LLC "YDM", we came to the conclusion: the organization can compete with enterprises that produce and sell the presented type of product, it has a stable future.

As a result of our analysis, certain shortcomings were also found. But operating in the field of product policy, the enterprise in question strives to increase the competitiveness of its products by optimizing the product range, ensuring the quality characteristics of products.

The enterprise, examining its positions, solves the problem of positioning, but it should more actively offer products, use its image. This will enable the target segment of the market to understand the content of the offer of LLC “YDM”, to understand the reputation of the enterprise, to understand its advantages in comparison with competitors. Positioning will help the target consumer to form the character of perception of LLC "YDM".

Note that in order to determine the position of its product on the market, an enterprise should find out how its customers determine the value of the product for themselves, what justifies the choice of the consumer in terms of competitors' offers. It is important to assess the external environment. You need to set yourself the goal of gaining market leadership in terms of product quality.

Speaking about the sales market for goods, we understand that mainly production and consumption of goods do not coincide in geographic space and in time. As a result, a wide variety of consumer properties of products can ensure the commercial success of an enterprise only with its efficiently organized sales. To increase the efficiency of all divisions of the enterprise, it is necessary to conduct a correct sales policy. It is connected, first of all, with consumer demand, of course, with the production and marketing, organizational, managerial, financial and other potential of the enterprise. With a distinctively effective sales policy of competing companies, one should leave the target market or significantly modernize their sales system to increase the competitiveness of products, improve production and sales policies. For a better sale of goods, it is necessary to make the effective work of a marketer, who is obliged to constantly study not only the market, but also the policies of competing enterprises operating on it. The company can be offered training sessions for personnel, which will be organized by “business trainers”. The named specialists can train employees of the companies in doing business, in this case, effective sales.

In its work, the company uses the following types of advertising: branded advertising, i.e. it advertises its merits; product advertising, i.e. presents the benefits of its products to consumers. UDM LLC uses impersonal mass media as distribution channels. Provides as an advertiser its information in the media: on radio and

television. Note that advertising campaigns are minimal, the company is not seriously engaged in advertising.

Research has shown that in order to improve its position in the market, an enterprise should improve its marketing activities. Let us name the proposals that will formulate incentive measures carried out within the following areas of the marketing concept:

- in commodity and sales;
- communication, pricing and advertising policies.

1 Measures in commodity policy.

Strong competition in the region under consideration dictates the need for UDM LLC to carry out the following product policy:

- go out to a retail, wholesale buyer with an offer of goods that are distinguished by the reliability and quality guaranteed by the manufacturer's brand;

- to have in stock, stable, wide range of its products that meet the demand of retail, wholesale customers;

- offer additional services to wholesale buyers, for example, in the sale of goods:

- unloading of products at the destination;
- Acceptance of applications for the supply of products by e-mail;
- placement of price lists for products on the company's website on the Internet, weekly content updates are required.

We offer to use unique software that allows you to quickly search for new solutions for the interior in the coloristic direction, not to produce full-scale samples.

It is proposed to try working with consumers directly in retail outlets, in a furniture showroom, to offer them a visual selection of material for any product model using a conventional computer. Those. the enterprise manager (seller) selects the color of the model, it is clearly shown in various angles, in the proposed views, made of a variety of materials. This program meets the wishes of the buyer completely, as a selection of any types of finishes offered by the manufacturer is carried out. The

program makes it possible to reduce several times the cost of developing advertising brochures, catalogs advertising the company's products on the Internet.

Note that the Assol-Design program is a unique tool for a production designer, which allows using a model snapshot to present a virtual catalog of a given product made in other materials. The color and drawing of the model virtually change, while the customer sees a real photograph on the computer monitor.

For the Assol-Design program, the source material is used, this is an image of a model of furniture, its digital photographs, drawings of materials are also used, which are also photographs and scanned, reduced in size images.

The proposed program makes it possible to form libraries of furniture models, types of materials, change their technical characteristics, determine prices, they are displayed on a computer monitor as needed. The library is replenished by scanning new drawings of materials, placing pictures taken with a digital camera. The program provides an opportunity to use pictures of the materials used by them downloaded from the manufacturers' websites.

In the Assol-Design program, preliminary processing of a model image is performed once, it includes the outlining of its parts, drawing the guiding axes of a three-dimensional mesh. It is possible to designate decorative articulations of its elements on the model's form.

The material is "superimposed" on the drawing of the model, taking into account the direction of the warp threads, the scale of the drawing, the rotation of the image of the fabric of the model. The resulting model even has natural shadows. The overlay takes a few seconds. The manager, together with the customer, selects the upholstery designs that the customer liked, they look at the transformation of the model in combination with the material that interested him. The resulting image is then used in other programs to form complex interiors using cabinet furniture.

The price of the proposed Assol-Design program is comparable to the cost of an advertising booklet, about an order of magnitude cheaper than the Western counterparts of this program.

For the Assol-Design program, the Assol-Catalog add-on has been developed; it is also used in furniture salons and shops. The program helps to make an initial selection of a product, find a suitable material for it, a color scheme, makes it possible to advertise, thereby facilitating interaction with the customer.

The database of coloristic variants of products, collected in "Assol-Design" by the production designer, is automatically exported to the "Assol-Catalog" add-on. This database is recorded on CDs and can be used in furniture showrooms. The base needs to be updated in a timely manner - when new fabrics and models arrive. Each furniture showroom has any the customer can see important information regarding all models of products, even those not available in the store. The combination of materials, application of technology and color scheme are worked out in this program in advance by the production designer.

In the Assol-Design program, for the purpose of clarity and convenience of displaying virtual models, in Assol-Catalog it is also possible to accompany text data on technical parameters and performance quality of fabrics with information on sample prices. The Assol-Catalog program costs almost the same as the development of an inexpensive Internet site.

The offered programs are easy to use and do not require additional training from users.

Not only furniture manufacturers can create a database of "Assol-Catalog", suppliers of materials for furniture can replenish it with information when the range of their products changes, which makes it possible to include complete data on the supply of materials in the database. This contributes to the work of the enterprise for the future - employees of furniture salons and manufacturers of materials are provided with information, whereby it is possible for them to conduct an analysis on the formation of consumer demand.

2 Measures in pricing policy

- achieving the economic interest of the enterprise by satisfying the highest effective demand in retail trade (using price analysis for competitors' goods);

- designing a pricing strategy based on the analysis of external factors that influence strategic decisions;

- providing support to existing, potential customers through installment payments offered to them.

Sales policy measures:

- long-term stability of the enterprise in the market is required, provided through the use of marketing research of the South-Siberian market, analysis of competitors according to the questionnaire developed by the author;

- it is necessary to distribute sales volumes regionally, i.e. their division in the context of regions: only economically justified bases, warehouses of products should be opened, they should bring the planned income:

- to assess the attractiveness of the region from the point of view of the sale of goods should be in the formation of sales volumes by its points;

- the levels of profitability of the regions should be determined by the enterprise in comparison;

- it is necessary to choose sales channels taking into account the sales channels of competitors, market availability, the cost of keeping stocks, the frequency of purchases in retail, etc.

- it is necessary to offer the market products of European quality, to provide a high engineering component, which determines the formation of modern rational management and accounting systems;

- it is important to inform the consumer about the benefits of their products.

To increase the competitiveness of the company's products and the efficiency of its sales, we will form the selling prices for the wardrobe. We use the Van Westendorp method (according to this method, a more effective price for the product is determined by connecting market pricing tools).

According to the method, consumers are asked questions, there are four of them. The buyer, answering them, names the price himself. One of them, in his opinion, will be too expensive, the other - simply expensive, the next - beneficial to him, the third he will consider suspiciously cheap (Table 10).

Table 10 - Survey data for the Van Westendorp chart

Number of respondents	Indicated prices (rubles)	Cumulative of the number of respondents
Too expensive		
5	10000	1
2	12000	6
2	13000	8
1	15000	10
Expensive		
1	5800	1
1	6400	2
1	7000	3
1	7400	4
1	8200	5
1	8800	6
1	9400	7
3	10000	10
Profitable		
1	2800	10
1	3400	9
1	4000	8
5	4600	7
1	5200	2
1	5800	1
Suspiciously cheap		
1	800	10
2	1400	7
2	1800	5
2	2800	3
3	3400	0
Sub dependencies		
Number of respondents	Indicated prices (rubles)	Calculated value
Inexpensive		
1	5800	9
1	6400	8
1	7000	7
1	7600	6
1	8200	5
1	8800	4
1	9400	3
3	10000	0
Number of respondents	Indicated prices (rubles)	Cumulative of the number of respondents
Unprofitable		
1	2800	9
1	3400	8
1	4000	7
5	4600	2
1	5200	1
1	5400	0

We build the graph according to the answers (table 10).

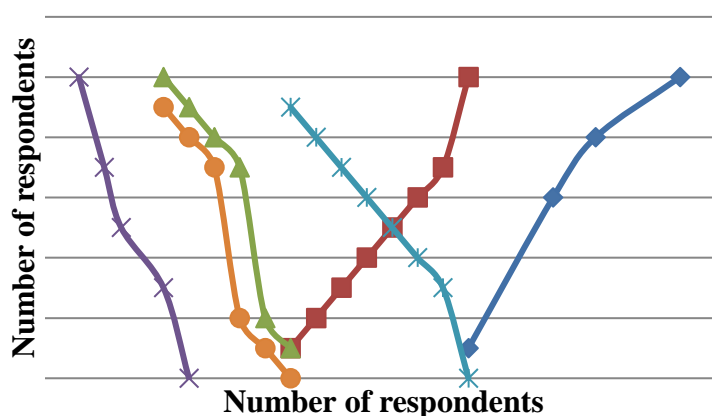


Figure 1 - Chart for determining the optimal price

The graph shows that you can consider these prices when pricing new products:

- crossing of the lines “cheap” and “expensive” - 8000 rubles.
- crossing of the lines “expensive” and “profitable” - 5800 rubles.

The price range is 5800-8000 rubles and will be set as the pricing targets. The price of the product must take into account the costs of its promotion and the preferences of the buyer. According to the goals of pricing, we set the price for the product - 8,000 rubles.

Using the considered pricing method, you can supplement sales promotion with the following activities:

- offering discounts for a significant purchase volume, i.e. reduction of the selling price guaranteed to the consumer subject to the purchase of a one-time batch, for example, a wardrobe, larger than the established value. To order this product, by the way, in the amount of more than 20 pieces - the discount can be equal to 5% from each product (with a discount on a wardrobe, we consider - $8000 * 20 * 0.05 = 8000$ rubles);
- offering discounts for expedited payment, then the standard selling prices guaranteed to consumers are reduced, i.e. the consumer pays for the consignment of goods earlier than the deadline established in the contract;
- offering discounts to prestigious, regular consumers of this type of goods from a particular company. Then the standard selling price for the product is reduced, which

is guaranteed for the buyer who buys it for a long time. The offer is also valid for the category of prestigious product customers. A buyer using the company's services for more than a year (at least 4 times a year) is offered a discount equal to 7% of the order value.

The essence of using the given pricing method is an increase in the price competitiveness of an enterprise in comparison with its main competitors.

3 Measures in communication policy

Let's name the following goals of advertising, information activities of an enterprise on the Internet:

- creation, maintenance of the image of the enterprise;
- advertising of the brand, goods of the enterprise.

The possibilities of the Internet contribute to the development of advertising that promotes the brand, earlier technologies did not allow such effective advertising campaigns to be carried out.

The cost of Internet advertising is significantly less than the cost of advertising offered by the media, and also lower than the cost of placing advertising information on billboards. It follows from this that it is worth making the most of advertising on the Internet, i.e. need to:

- place direct advertising on the website of your company;
- use banners to advertise brands, products, your site;
- participate in Internet exhibitions;
- to create an information portal to develop its sector and improve the service for providing information;
- provide information about the company's products on related sites,
- organize joint projects with partners.

We offer the following PR-actions to form the image of the enterprise in question.

Charitable events are held in the region, participation in which was beneficial for the company. Note that YDM LLC is not practically a social sponsor. Having considered the social actions that have taken place in recent years, we can state that

few Yurga enterprises agree to sponsorship. Meanwhile, active participation in social life, active sponsorship make companies recognizable in the market. Such measures raise the level of confidence in organizations on the part of the consumer, they form respect for them among society and among partners.

Any company, in addition to making money, must give it away; this phenomenon reveals the degree of its "social involvement". Of course, YDM LLC cannot organize and carry out large-scale sponsorship projects, but it can position itself as a socially active enterprise, organization, team that is not indifferent to the problems of society.

You can solve this problem as follows - LLC "YDM" will initiate an action called "Give joy to children." Within the framework of the event, the enterprise, in joint participation with partners, organizes an outdoor picnic on the theme "For a healthy lifestyle", inviting disabled children living in Yurga and Yurginsky district to it. Sponsorship can be provided by giving the participants of the action sweet gifts and prizes.

The enterprise can take part in measures for the improvement of Yurga and Yurga ratson. It is believed that green PR is one of the modern trends in public relations. In society, events of this kind are considered the basis of corporate ethics in the field of environmental protection. The goal of such green PR is to make the company more recognizable and improve its reputation. And the PR tactics are placing publications in the media, winning awards, interacting with the "environmental" community. Businesses using green PR strive to be ethical. Environmental problems equally affect all strata of society - age, ethnic and gender groups. In this case, participation in environmental actions is the basis of the company's social PR campaign. Which are so relevant for our city, given the difficult environmental situation.

Participation, organization of sports competitions at city, district, regional levels. Sports competitions are constantly held in the district, city, region. Their results are actively covered in the media. The head of YDM LLC can involve his employees

to participate in such competitions, these competitions should be taken into account that are also held between local enterprises and organizations.

Participation in the organization of amateur art events. It should be noted that amateur performances of the city and the region are represented, first of all, by song and dance groups, between which competitions are regularly held. Representatives of industries, organizations of the city, district and region take part in the competitions. Professional competitions are also held at these levels, where they choose the best specialist in production and trade. It is possible to improve the image of an enterprise by participating in these events.

We will give an evaluative analysis of the considered activities, table 11

Applying the program of the considered activities (LLC "YDM"), it is possible to increase the competitiveness of this enterprise and it will take a leading position in the market of cabinet furniture in its region.

Table 11 - Estimated costs of the enterprise for the implementation of PR shares in 2021

Types of activities (description)	Period of execution	Costs (plan of costs for events), thousand rubles
1	2	3
Charity events:		
- campaign "Give joy to children" (holding a picnic in nature for children with disabilities (clowns, sweet prizes))	May	20
- support for pensioners (material assistance in cases of illness, for surgery and medicines)	During a year	32
- measures for the improvement of the city of Yurga (Park named after Pushkin, Pobedy Avenue)	March, April	9 (seedlings)
Sports city, district, regional competitions, amateur performances of the city and district		
City Athletics Competition	May	10 (sportswear, bonus for participants)
City soccer competition	October	10 (sportswear, bonus for participants)
City shows of amateur performances (KVN)	November	7 (costs for props, costumes, bonuses to participants)

Continuation of table 11

Sending holiday greetings to clients. Congratulations to the management of partner enterprises on personal holidays and achievements.	During a year	3
Publication of the success of enterprises, for example, the release of new products, the introduction of technologies, new trends in design, the introduction of new materials. Media: and "Novaya Gazeta", "Resonance Yu". Information portal on the Internet.	During a year	8 (payment for writing articles)
Publication of image articles (managers, leading experts about LLC "YDM"	-	99

The development of advertising activities creates favorable conditions conducive to the promotion and sale of products and services of YDM LLC, makes it possible for buyers to form certain knowledge about its products necessary for an enterprise. Advertising information, effectively applied by the company, encourages buyers to turn to LLC "YDM", to purchase its cabinet furniture. Advertising of an enterprise and its products stimulates sales, helps to increase sales.

Objectives: to increase the recognition of the company, to increase the level of sales by promoting goods through an advertising policy. List of its activities, table 12

Table 12 - Measures for the development of advertising policy

Events	Implementation period	Financial requirement, thousand rubles
1	2	3
Use of billboards (rent 3 pcs.)	2021 г.	45
Production of layouts for billboards (3 pcs.)	04.2021 г.	5
Participation in regional exhibitions	2021 г.	15
Manufacturing of printing and souvenir products	2021 г.	15
Placement of advertising information on the portal of manufacturers of the city and other portals	2021 г.	11
Support and promotion of the site of LLC "YDM"	2021 г.	15
Advertising in specialized magazines	2021 г.	30
Placement of advertising on YTV television (creeping line, bulletin board)	20121 г.	14
Amount	-	150

The events presented in the table will help the company to occupy a leading competitive position on the market of cabinet furniture, not only in the city of Yurga and the Yurginsky district, but also in the Kemerovo region and the surrounding regions. For example, one of the three billboards will be located at the entrance to the

city of Kemerovo, the second in the city of Bolotnoye, and the third, respectively, in the city of Yurga. Today the enterprise already has customers from these regions, but these events will increase their number, making the enterprise more recognizable.

4 Results of the study

In the course of our work, we gave a general description of the enterprise YUDM LLC, which is one of the largest in the production of cabinet, office, student furniture in the city of Yurga.

The company was founded in 2010. LLC "YDM" has been on the furniture market for over 5 years. The products are very extensive and find customers in a wide range of geographic ranges. Furniture is delivered to both small and large cities in Siberia. The products are constantly updated and adhere to the middle price segment. We listed the types and characterized the properties of the materials involved in production. We examined the management system, highlighting its processes and processes. We brought the main assortment, we release products.

In the course of the analysis of the main economic indicators of LLC "YDM" it was revealed that: material output in 2015 decreased compared to 2014. Profit distribution takes place every six months. The material and technical base of the enterprise has a great influence on the organization, namely on its condition and development. The reconstruction was carried out in 2014.

Utility and storage facilities have been reduced, thanks to which an additional four square meters of usable area has been added. At the same time, the total usable area for 2015 is 42 m². These areas, including the hall and storage facilities, are equipped with the latest equipment.

In 2015, the distribution costs of the enterprise in question were equal to 618 thousand rubles, utility bills of the LLC amounted to 178 thousand rubles. The organization does not pay rent because it owns the premises. The expenditure side will include the annual payroll, equal in 2015 to 1,480 thousand rubles. Parameters such as profit, depreciation deductions, funds of targeted financing help to evaluate the efficiency and activity of the enterprise. The use of the material and technical base of the enterprise is directly related to the mode of operation.

In the course of the work, an analysis of the dynamics of product sales was carried out, which showed: the sales of the products of the enterprise in question are

uneven during the quarters of the year, the process develops irregularly. But let us note that the general dynamics of product sales does not change. In the first and fourth quarters, we see the maximum implementation, which is determined by the New Year holidays, long New Year and Christmas holidays. Many consumers at this time update the interior of the house, carry out repairs, buy furniture. Marketing research of consumers of YDM LLC products shows that according to the provided market research data, most of the consumers live in the city of Yurga and Yurginsky district, also a significant part is located in the cities of Kemerovo and Bolotnoye, only a small share of buyers is represented by other districts. On the basis of the questionnaire developed by us, a consumer profile of YDM LLC was built. Marketing research of competitors of LLC "YDM" revealed 6 main companies in the city of Yurga that are competing, among which: - LLC "Yurginskaya furniture company"; Veles LLC; LLC "Peteva"; SP Vereshchagin "Array"; Union Furniture Company; SP Devyatirikov. An assessment of the competitiveness of the enterprise and the main competitor was also carried out (table 8).

According to the results of the study, the ways of increasing the competitiveness of the products manufactured by YDM LLC were proposed, which are included in the lists of measures proposed for use and already used in 2016 by YDM LLC.

Research has shown that in order to improve its position in the market, an enterprise should improve its marketing activities.

1 Measures in product policy - using the Assol-Design program.

2 Measures in pricing policy - based on the survey data and the construction of a Van Westendorp diagram, the optimal price of the company's products was determined, using the example of a wardrobe.

3 Events in communication policy - active use of the Internet, the use of PR-actions, charitable events.

The cost estimate of the enterprise for the implementation of PR campaigns in 2016 and measures for the development of marketing activities is given.

5 Social responsibility

5.1 Description of the workplace

The object of the study is a director's office located at 1a Zheleznodorozhnaya Street, Yurga.

The room where the specialist's workplace is located has the following characteristics:

- length of the room (A): 6 m;
- width of the premise (B): 3 metres;
- height of the room (H): 3 metres;
- Number of windows: 2 (dimension 2x2.5 m)
- Number of work places: 6
- Lighting: Total artificial and natural (i.e., through a window). The main source of light in the room are two white LB fluorescent lamps of 80W each placed in fixtures type SHOD.

Interior: The walls are covered with wallpaper (to be painted) and whitewashed in light green, the floor is wooden, covered with linoleum, the ceiling is whitewashed.

There is one computer in the room and one MFP. In terms of the severity of the work performed, it is classified as "light".

In accordance with protocol No. 13 of 21.07.2013 on measuring the actual level of indicators of microclimate in the office, which was carried out by OOO Centre of expertise of working conditions "Expert", the microclimate parameters are as follows:

- air temperature - in cold period 21 - 23°C,
- in warm period - 23 - 25°C;
- Relative humidity - in cold period 40-60%,
- 40% to 60% in warm periods;
- Air velocity - 0.1 m/s.
- Noise level 47 dB

The room is ventilated. Daily wet cleaning (dusting, floor cleaning) and natural ventilation are provided.

There are two fire extinguishers type OU-5 (carbon dioxide fire extinguisher) in the room.

5.2 Analysis of detected harmful factors of the projected production environment

Real production conditions are characterized by the presence of some dangerous and harmful factors of production.

A harmful factor of production is an industrial factor whose effect on the worker, under certain conditions, leads to illness or reduction of working capacity.

Standards on requirements and standards for types of hazardous and harmful factors contain quantitative or qualitative characteristics of these factors. Classification of factors is given in the basic standard GOST 12.0.003 - 74 "Hazardous and harmful production factors. Classification".

According to this standard all factors are divided into the following groups by the nature of their action

- a) chemical;
- b) physical;
- c) biological;
- d) psychophysiological.

Harmful factors identified at a given workplace:

- insufficient illumination of the working place;
- non-standard parameters of microclimate;
- exposure to electromagnetic fields and radiation and other harmful effects of the computer;
- excessive noise;
- inappropriate colour design of the workplace interior.

Each of these factors has a negative impact on human health and well-being.

1. Insufficient lighting in the workplace.

Lighting is the use of light energy from the sun and artificial light sources to provide visual perception of the world around us.

The workplace lighting system must be calculated to provide the required illumination. The size of the room is 18 m². To calculate the lighting, you must select the lighting system, light sources, type of lighting fixtures, determine the illumination of workers, the safety factor, the required number of luminaires and the power of light sources.

For our space, the most rational system of general lighting that is used for those rooms where work is carried out on the entire area, and there is no need to improve the lighting of individual areas.

Fluorescent lamps are a good light source, because they have many advantages over incandescent lamps: their spectrum is closer to natural light; they are more economical and last 11 to 12 times longer than incandescent lamps. However, there are also disadvantages: their operation is sometimes accompanied by a little noise; they work worse at low temperatures; they cannot be used in rooms with explosive atmospheres. Lighting fixture type for fluorescent lamps - a two-lamp fixture of SHOD type with a protective grid, as they are designed for lighting in normal premises, and the microclimate parameters of our premises according to GOST 30494-96 "Parameters of microclimate in premises" correspond to the category of "normal premises".

The values for rated illumination are set out in construction rules and standards SNIIP 23-05-95. For our premise requires illumination corresponding to visual work of very high precision (smallest size of object of distinction - 0,15 - 0,3 mm, digit of visual work - 2, sub digit of visual work - G, background - light, contrast of object with background - big).

In accordance with SNIIP 23-05-95 to ensure visual comfort in the premises for such visual work requires the necessary illumination of the workplace $E = 300$ lux. The illuminance value obtained is corrected taking into account the reserve factor due to soiling of luminaires and reduction of luminous flux of lamps.

Main characteristics of used lighting equipment and workplace:

- luminaire type - with SHOD type protective grid;
- minimum height of lamp suspension above the floor - $h_2 = 2.5$ m;
- Standard illumination of the working surface $E=300$ lux for general lighting;
- Length $A = 6$ m, width $B = 3$ m, height $H = 3$ m;
- safety factor for premises with low dust emission $k=1,5$;
- Height of working surface - $h_1=0,75$ m;

Wall-reflection coefficient $\rho_c=30\%$ (0.3) - for walls with light-coloured wallpaper;

ceiling reflectance $\rho_p=70\%$ (0.7) - whitewashed ceiling.

Let's make the most favourable for the working conditions of the location of lighting devices. Using the relation for the most favourable distance between luminaires, and the fact that $h = h_2 - h_1 = 1.75$ m, then $\lambda = 1.1$ (for luminaires with protective grid), therefore = 1.925 m. Distance from outermost luminaires to the walls of the room = 0.642 m. Based on the room dimensions ($A=6$ m and $B=3$ m), size of SHOD luminaires ($A=1.53$ m, $B=0.284$ m) and the distance between them, we determine that the number of luminaires in a row should be 3 and the number of rows should be 1, i.e. there should be 3 luminaires in total.

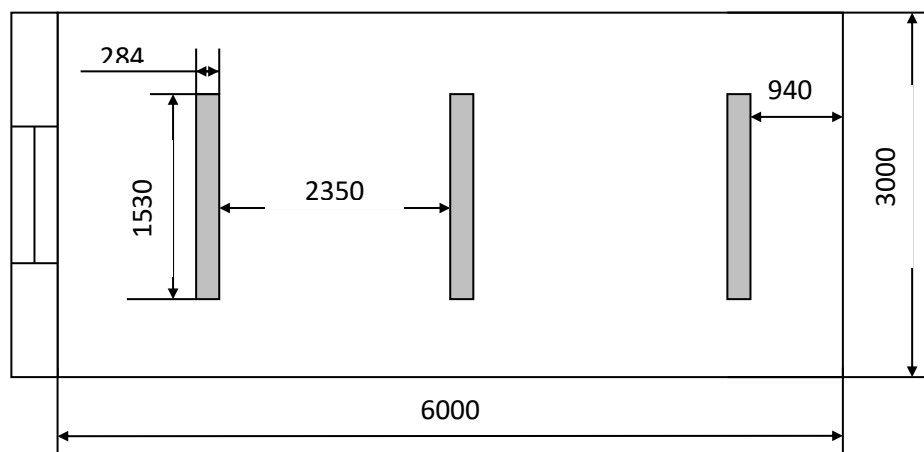


Figure 2 - Layout of the lamps

Calculate the lighting installation. Calculation of total uniform artificial lighting is done using the luminous flux factor method. The luminous flux of the lamp is determined by the formula:

$$F = (E \times k \times S \times Z) / (n \times \eta),$$

where F is luminous flux of each lamp, lm;

E - minimum illuminance, lux;

k - safety factor;

S - area of the room, m²;

n - number of lamps in the room;

- luminous flux utilization factor (in fractions of one);

Z - coefficient of irregularity of lighting for fluorescent luminaires Z = 0.9.

In order to obtain the luminous flux utilisation factor it is necessary to know the room index i, the ceiling and wall reflection coefficients st and the luminaire type.

The room index is given by the formula:

$$i = S / (h \times (A + B)) ,$$

where S - area of the room, m²;

h - height from work surface to suspended luminaires, m;

A, B - room sides, m.

The value of the reflection coefficient of the ceiling is taken 70% and the reflection coefficient of the walls - 30%. Based on this, the coefficient of utilization of luminous flux equal to 0.43 (SNiP 23-05-95 tab. Luminous flux factor).

Determine the value of luminous flux:

lm.

We choose the type of lamp. In our case for indoor lighting should be provided, as a rule, discharge lamps. 80 W.

Thus, the lighting system of the premise under consideration should consist of 2 two lamps of SHOD type with 80 W fluorescent lamps LB, built in 1 row of 2 lamps.

Let us now compare the required lighting system with the actual lighting system in place. The room lighting system consists of 2 x LED downlights mounted in 1 row of 2 lamps, each with 80W LL bulbs. The luminaires are arranged parallel to the wall with windows. The burned out lamps will be replaced in a timely manner.

It can be concluded that the existing lighting system meets the requirements of SNiP 23-05-95.

2. Not acceptable microclimate parameters.

The microclimate of the production premises, i.e. the climate inside them, is determined by the relationships of humidity, temperature and air velocity that act on the human body. Therefore, in order to ensure the required hygienic air quality corresponding to SNiP 2.04.05-91 "Heating, ventilation and air conditioning" and SP 2.2.1.1312-03, ventilation is provided in all production and auxiliary premises.

It is advisable to limit the relative humidity to approx. 30-70 % when workers are in closed rooms for long periods of time.

In hot weather it is advisable to ventilate the room.

3. Exposure to electromagnetic fields and radiations and other harmful effects of the computer.

In our case, the source of EMF and radiation is a computer. Prolonged exposure to industrial frequency EMF leads to the following disorders: headache, drowsiness, sleep disturbance, memory loss, increased irritability, apathy, heart pain. Slow heart rate and rhythm disturbances, functional disorders of central nervous system and cardiovascular system disorders, disturbances in blood composition for chronic exposure to EMF of industrial frequency are characteristic.

4. Excessive noise.

Noise is a combination of sounds of different pitches and intensities, changing randomly over time and causing unpleasant subjective sensations to the worker. According to its origin, noise is divided into the following types:

- Noise of mechanical origin (vibrations from equipment surfaces)
- noise of aerodynamic origin (arising from compressed air or gas movement);
- Noise of electromagnetic origin (arising from oscillations of electromechanical devices);
- Noise of hydrodynamic origin (arising from processes in fluids);
- The main normative document that establishes classification of noise, and its permissible level in workplaces is the sanitary norms SN 2.2.4/2.1.8.562-96 "noise at workplaces, in residential and public buildings and in territory of residential buildings".

5. Interior colour design.

The rational use of colours in the interior design is an important factor in improving people's livelihood and working life. That is, experts have found out that colours have different effects on people: some irritating and others soothing.

The colour interior of the room in question is favourable for work, has a calming effect on the nervous system and is rather beneficial for the employee's mood.

Occupational hazards are factors which may cause injuries or accidents. These factors are caused by exposed moving machine parts, unprotected drives and electrically live machine parts.

Hazardous factors at the workplace include:

- Exposure to electrical current;
- fire risk;

1. Exposure to electric current.

Electrical shock can cause serious injury and death.

Effects of electric current on humans:

- Thermal - heating of tissues up to 60-700 C;
- Mechanical - rupture of muscle tissues, vessels, tendons;

Biological - involuntary contraction of muscles in a living organism.

electrolytic - decomposition of blood into charged particle ions with a change in the physical and chemical composition of blood.

Causes of electrocution are:

- touching or approaching live parts while they are live;
- faulty or damaged insulation;
- incorrect operation of the system;

The maximum permissible values of touch voltages and currents are established for paths of current from one hand to another and from hand to foot of direct and alternating current with frequency 50 and 400 Hz (GOST 12.1.038-82).

Correct organisation of maintenance of operating electrical installations, repair, installation and preventive maintenance works is of great importance for the prevention of electrical injuries. Electrical equipment complies with electrical safety requirements,

since ensuring these requirements is achieved by using protective earthing, which in our case complies with SanPiN 2.2.4.1191.

2. Fire hazard.

Fire is understood to be an uncontrolled combustion process involving danger to human life and destruction of material assets. Improper use of the PC may result in fire. When operating a PC the following situations may cause a fire:

- short circuit;
- overloads;
- increase of transient resistances in the electric contacts;
- overvoltage.

When a fire occurs, employees are stressed and, as a rule, people in such situations are prone to panic and, as a result, their behaviour is inadequate - this makes it difficult to rescue people and property.

Primary fire fighting means are used to extinguish a fire.

Primary fire fighting means are tools, materials, devices that are designed to eliminate and/or localize the fire in its initial stages (internal fire hydrant, fire extinguishers, sand, water, asbestos cloth, burlap, shovel, bucket, etc.). Such equipment shall be available at all times.

The following fire-fighting measures have been developed in the company: fire alarms are provided; evacuation plans are posted; fire shields are installed in the main building and throughout the company.

5.3 Environmental protection

Environmental protection is a set of measures designed to limit the negative impact of human activity on nature. In our case, such measures may include limiting atmospheric and hydrospheric emissions in order to improve the overall environmental situation.

The main objective of Stroyprospect is to provide construction services and ensure the safety and security of citizens.

The formal structure of protective measures is defined in Article 134 of the Constitution of the Russian Federation. They consider the implementation of technical and organisational measures.

The technical measures include:

- Providing employees with standardised facilities and space;
- Ensuring an air-friendly environment at the workplace;
- Fire protection equipment for the workplace;
- illumination of premises with artificial, natural, rational lighting, sewage, water supply, ventilation, heating, rest, hygiene and catering facilities;
- electrical safety equipment;
- protection against vibration and noise.

Organisational measures include:

- a pre-employment medical examination upon entry to work;
- Briefing and training of the employee;
- Preferential pension schemes for employees;
- routine and periodic medical examinations according to the Russian Ministry of Health standards;
- provision of personal protective equipment to employees.

In terms of the use of a personal cosplayer in the workplace, one type of energy pollution of the environment is the electromagnetic field. As a biologically active factor, an electromagnetic field of artificial origin can have an adverse effect on the environment and on humans.

5.4 Protection in emergencies

Emergency situations (ES) are caused by natural phenomena (earthquakes, floods, landslides, etc.) and technological accidents.

Fire hazards.

The general requirements on fire safety are regulated in GOST 12.1.004-91. According to All-Union norms of technological designing all industrial buildings and premises are divided into categories A, B, C, D and D according to fire hazard.

The building in question falls within explosion hazard category C. The building in which the study room is located is constructed of fire resistant materials - brick and concrete, i.e. materials with the ability to retain their working functions of fire barrier, thermal insulation or load-bearing capacity under the action of high temperatures.

Fire prevention measures:

- organisational - correct use of the equipment, correct maintenance of the territory and buildings, fire safety briefings for employees and workers;

- technical - adherence to the norms of building design, equipment and electric installation, ventilation, heating, lighting, fire safety regulations;

- regime - prohibition of smoking in places not equipped for this purpose, electric welding works in fire-hazardous premises;

- operational - timely repairs, inspections and tests (preventive maintenance).

Carbon dioxide fire extinguishers must be used in connection with live electrical installations in the building.

The building is equipped with an automatic fire detection system - fire alarm.

There are primary fire extinguishing means on the territory of the workshop: hand-held fire extinguishers type OU-3 - designed to extinguish fires of various types.

The level of fire resistance of the building, as well as structural and functional fire hazard is regulated by SNiP 21-01-97.

The main and emergency entrances are used to evacuate people in case of fire. In order to ensure safe conditions for the evacuation of people in a fire, the non-proliferation of combustion products within the fire compartment and the rescue of people and the successful suppression of a fire, regardless of the location of the fire, a smoke exhaust system with mechanical impulsion is provided.

The room is equipped with fire alarms and fire extinguishers, there is a responsible person for fire safety and the staff is trained in fire safety, which complies with safety regulations.

The premises in question are in safe distance from potential sources of natural hazards (rivers and mountains), geographical location protects from seismic activity and earthquakes.

Fire training must be carried out once every 6 months. According to the nature and timing of fire safety briefings at the enterprise, fire safety briefings are divided into primary at the workplace, introductory, repeated, target and unscheduled, which are conducted in accordance with the requirements of GOST 12.0.004.

All employees shall be allowed to work only after fire safety briefing in accordance with the Federal Law "On Fire Safety", which defines the responsibilities and actions of employees in case of fire, including:

- rules for the use of office equipment;
- rules for calling the fire brigade;
- regulations for the use of fire-fighting equipment and fire extinguishing equipment;
- evacuation procedures, fire exits, etc.

The level of training of employees can be assessed as good.

There is a fire safety officer in the room, signs indicating evacuation routes, and an emergency exit. There are 3 floors in the whole building - evacuation will not cause turmoil and problems as there are not many people in the room. In general, in the event of a fire, trained and certified personnel. Trained personnel will react quickly and prevent or minimise possible damage.

Seismic safety.

In the event of an earthquake, the following precautions should be taken: do not panic and remain calm.

When indoors, you should stand against retaining walls or doorways. Outdoors, move away from electric wires and, if possible, avoid narrow streets. During an earthquake, you should not enter the stairs or the lift.

The building in question is of normal quality and is not designed to withstand horizontal forces.

The procedure for the preparation of the population in the area of protection against emergencies is approved by Resolution No. 738 of the Government of the Russian Federation of 24.7.95.

The main objective of emergency training is to teach all groups of the population the basic means of protection from emergencies and the rules of conduct, the methods of providing necessary first aid to victims, the rules of use of personal and collective protective equipment.

5.5 Legal and organisational safety issues

When performing organizational issues of safety assurance of aviation technician, various legal norms of labour legislation were applied:

SanPiN 2.2.4.548-96 "Hygienic requirements for the microclimate of production premises". , п. 4.10;

SanPiN 2.2.4.548-96 Computer rooms, etc.

GOST 12.1.003-83. Noise. General safety requirements.

GOST 12.1.005-88. TSBT. Air of working zone. General hygienic requirements.

GOST 12.1.030-81. SSBT -- electrical safety. Protective earthing, grounding.

5.6 Section Conclusion

This section has considered the following hazardous and harmful factors that affect health, well-being of the worker and occupational safety: insufficient lighting of the workplace; non-normative parameters of the microclimate, exposure to

electromagnetic fields and radiation and other harmful effects of computers, excessive noise, improper colour design of the workplace, exposure to electric current, risk of fire.

As a result of the analysis of hazardous and harmful factors of production, we can conclude that for the investigated facility, most of the factors potentially posing a health hazard to the employee correspond to the normative values.

In accordance with this, it is important to provide the following measures to eliminate or reduce the impact of harmful factors:

local heating should be used to increase the temperature during the cold period;

To reduce the impact of harmful electromagnetic fields and radiations it is recommended to:

replacement of monitors with CRTs by liquid crystal monitors.

Powder and carbon dioxide fire extinguishers should be used as extinguishing media. Air-conditioning systems should be installed and used indoors.

In summary it can be said that the working conditions in the room in question are comfortable and sufficiently safe.

Conclusion

Of course, the widespread use of marketing in the process of practical activities of enterprises is associated with the formation and formation of market relations, in which it is not unimportant to pay attention to the competitiveness of the enterprise's products.

Only an enterprise that pays special attention to the development of the competitiveness of its products, including through marketing activities, will grow and develop.

In the course of the work, the theoretical aspects of the concepts of "marketing" and "competitiveness of an organization" were studied, methods of studying competitors and assessing the competitiveness of an organization were considered.

The analysis of the main economic indicators of YDM LLC, marketing research of product consumers and competitors is carried out. It shows that according to the given market research data, most of the consumers live in the city of Yurga and the Yurginsky region, a significant part is also located in the cities of Kemerovo and Bolotnoye, only a small share of buyers is represented by other regions. Marketing research of competitors of LLC "YDM" revealed 6 main companies in the city of Yurga that are competing, among which: - LLC "Yurginskaya furniture company"; Veles LLC; LLC "Peteva"; SP Vereshchagin "Array"; Union Furniture Company; SP Devyatirikov. The assessment of the competitiveness of the enterprise and the main competitor was also carried out.

According to the results of the study, ways of increasing the competitiveness of the products manufactured by YDM LLC are proposed, which are included in the lists of measures proposed for use and already used in 2021 by YDM LLC. Consisting of the following activities:

- in product policy - implementation and use of the Assol-Design program;
- in pricing policy - determining the price of goods based on survey data and building a Van Westendorp diagram;

- in communication policy - active use of the Internet, the use of PR-actions, charity events.

The cost estimate of the enterprise for the implementation of PR actions in 2021 and measures for the development of marketing activities is given.

By means of the solved tasks set in the work, its main goal was achieved - the organization of marketing research based on the analysis of the competitiveness of the products of LLC "YDM".

List of sources used

- 1 Azoev, G.L. Competitive advantages of the organization / G.L. Azoev, A.P. Chelenkov; State un-t of management; Nat. training fund. - M.: News, 2014. -- 556 p.
- 2 Azoev G.L. Marketing. Dictionary / G. L. Azoev, P. S. Zavyalov, L. Sh. Lozovsky, A. R. Porshev, B. A. Raizberg. - M.: JSC NPO "Economics", 2012. - 362 p.
- 3 Barinov, V. A., Sinelnikov, A. V. Development of the organization in a competitive environment. // Management in Russia and abroad. - 2012. - No. 6. - S. 3-13.
- 4 Belousov V.I. Analysis of the competitiveness of the organization. // Management in Russia and abroad. - 2014. - No. 5. - S. 31-47.
- 5 Bellesbumprom concern [Electronic resource]. - Access mode: <http://5-mebel.by/details/bellesbumprom-kontsern.html> - Access date: 23.01.2015
- 6 Bykov VA Textbook for universities: Competition. Innovation. Competitiveness / V. A. Bykov, T. G. Filosofova - M.: UNITI - DANA, 2012. -- 271 p.
- 7 Vinokurov V.A. Organization of strategic management at the enterprise. - M.: Center for Economics and Marketing, 2014. -- 350 p.
- 8 Golubkov E.P. Marketing Basics: A Textbook. - M.: Finpress, 2013.
- 9 Glichev A.V. Fundamentals of product quality management. - M.: Publishing house of standards, 2013. -- 260 p.
- 10 Glubokiy S.V. Marketing / S.V. Glubokiy - Minsk: Tonpik, 2014. -- 188 p.
- 11 Glushakov V.E. Marketing: search, creation, retention and development of relationships with clients: (ideas, solutions, advice) / V.E. Glushakov. - Minsk: Publishing house. Center of BSU, 2013. -- 109 p.
- 12 Goremykin V.A. Planning at the enterprise: Textbook / Goremykin V.A., Bugulov E.R., Bogomolov A.Yu. - M.: Filin, 2013. -- 528 p.
- 13 Dichtl E. Practical marketing / E. Dikhtel. - M.: Higher. shk., 2015 - 670 p.

14 Ershov K. Methods of research of competitors in marketing [Electronic resource]. - Access mode: http://topeople.biz/biblioteka/Metody_issledovaniya_konkurentov_v_marketinge.php - Access date: 25.01.2015

15 Zabelin V.P., Moiseeva N.K. Fundamentals of strategic management: Textbook. allowance. - M.: Inform.-implementation. Center "Marketing", 2014. - 195 p.

16 Zulkarnaev I.U., Ilyasova L.R. A method for calculating the integral competitiveness of industrial, commercial and financial enterprises. - M.: Marketing in Russia and abroad. - 2014. - No. 4 (24). - S. 5-12.

17 Kotler F. Marketing. Management / F. Kotler, K. L. Keller; [trans. from English: S. Zhiltsov, M. Zhiltsov, D. Raevskaya; scientific. ed.: A. M. Nemchin, V. A. Dubolazov]. - 12th ed. - St. Petersburg [and others]: Peter, 2014. - 814 p.

18 Kotler F. Marketing. Management / F. Kotler, K. L. Keller; per. from English O. A. Tretyak, L. A. Volkova, Yu. N. Konturevsky. - SPb.: Peter, 2015. -- 816 p.

19 F. Kotler Fundamentals of Marketing: A Short Course: [trans. from English] / Philip Kotlyar. - Moscow; St. Petersburg; Kiev: Williams, 2014. -- 647s

20 David V. Krevens Strategic Marketing. - 6th ed.: Per. from English - M.: Publishing house "Williams", 2013. - 540 p.

21 Lapygin Yu.N. Strategic management. M. Infra-M, 2014. -- 235 p.

22 Maksimov I. Assessment of the competitiveness of an industrial enterprise. - M.: Marketing. - 2014. - No. 3. - P. 7-15.

23 Furniture market in Belarus [Electronic resource]. - Access mode: <http://mprusia.ru/2012/05/mebelnyj-rynok-belarusi> - Access date: 27.01.2016

24 Moiseeva N.K. Strategic management of a tourist firm: Textbook. - M.: Finance and statistics, 2015. -- 460 p.

25 Okrepilov V.V. Quality control. - M.: Economics, 2013. -- 350 p.

26 Official site of the National Statistical Committee [Electronic resource]. - Access mode: <http://belstat.gov.by> Access date: 30.01.2016

- 27 Porter M. International competition M.: 2014 - 475 p.
- 28 Raitsky K.A. Economics of the organization: textbook. for universities. - M.: Information and Implementation Center "Marketing", 2015. - 696 p.
- 29 Svireiko N.E. Assessment of the competitiveness of fat and oil products. - M.: Marketing in Russia and abroad. - 2014. - No. 3 (41). - S. 15-20.
- 30 Slepneva T.A. Enterprise economics: textbook for universities / T.A. Slepneva, E.V. Yarkin. - M: Infra. M, 2014 .-- 458 p.
- 31 Statistical Yearbook 2014 / V. I. Zinovskiy, I. A. Kostevich, I. S. Kangro, E. I. Kukharevich, V. A. Bogush, E. M. Palkovskaya [Electronic resource]. - Access mode: <http://belstat.gov.by> - Access date: 25.01.2016
- 32 Statistical collection Industry of the Republic of Belarus / I. Kangro, O. Dovnar, A. Snetkov, L. Selivanova, M. Badey, S. Yakutina - Minsk 2014 [Electronic resource]. - Access mode: <http://belstat.gov.by> - Access date: 25.01.2016
- 33 Susha G.Z. Enterprise economics: textbook. allowance / G.Z. Land. - 3rd ed., Rev. and add. - Moskv: New knowledge, 2015 .-- 512 p.
- 34 Tarelko V.V. Calculation of the economic efficiency of the organization's marketing policy / V. V. Tarelko // Marketing. Advertising and Sales. - 2014. - No. 3. - S. 59-62.
- 35 Thompson Jr. Arthur A., Strickland A. J. Strategic management: concepts and situations for analysis. - 12th ed .: Per. from English - M.: Publishing house "Williams", 2014. - 370 p.
- 36 Fatkhutdinov R.A. Competitiveness: economics, strategy, management / R. A. Fatkhutdinov. - M.: - "Dash