

Marketing Strategies for Increasing the Competitiveness of Printing Enterprises

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Abstract. In this paper has been investigated marketing strategies for increasing the competitiveness of printing enterprises. As the study showed, internal environmental factors directly affect the competitiveness of a representative of the printing industry, influencing the process of strategic positioning.

Keywords: printing industry, marketing, strategic positioning, strategy, printing enterprises.

1. INTRODUCTION

The printing industry has been growing and this is confirmed by numerous studies and expert data. In comparison with foreign organizations, domestic printing enterprises have equipment no worse than that installed abroad. [1]

In modern conditions, the environment of enterprises in the printing industry is increasingly acquiring the properties of fierce competition. Sometimes instability manifests itself in the fact that the pace of change in the external environment is increasing, and uncertainty - in the fact that emerging situations increasingly become unrecognizable, and more often completely new. In such conditions, past experience in strategic planning, even successful, is not always suitable for resolving new problem situations. Because it is difficult to determine the direction of enterprise behavior that meets the characteristics of the environment. The choice of such a direction is facilitated by strategic positioning as an element of strategic planning [5].

2. ANALYSIS OF RESULTS

In addition, the general infrastructure of the industry and cooperation between enterprises of different profiles when carrying out complex orders are poorly developed. At the same time, it is planned that offset printing, especially sheetfed printing, will transfer part of its orders to printing systems based on non-contact technologies, as well as flexography. The next problem of printing enterprises is the focus of printing on large orders of five thousand copies, this is inherent in the functions of the equipment for large printing enterprises, but the majority of customers today are representatives of small businesses who do not require large volumes, a maximum of 2-3 thousand copies of various printing products products, due to limited funds and insufficient clients, as well as the transition of small businesses to social networks to take advantage of the advertising opportunities that are presented there, or to work in groups with specific personalities in order to reduce the cost of printed products.

Digital printing technologies are becoming increasingly widespread due to their advantages in printing short runs, the ability to personalize printed products, and improve print quality and productivity. The circulation of printed products is currently declining, and the market for short-run products produced in a short time, according to experts, has significant chances for growth. Small circulations and those in need of urgent printing or personalization are switching to digital printing. Innovations in the field of printing using flexography have significantly contributed to improving its quality [1]. As a result, flexography's share of flexible packaging and label production is likely to grow. As for screen printing, in some situations it continues to be in demand and indispensable. Screen printing is used in the production of promotional souvenirs, packaging, and advertising printing. Screen varnishing is also widely used and popular. Screen printing (silk-screen printing) comes to the rescue in situations where other printing methods are not suitable: it is capable of printing images on any type of designer papers, tinted papers, plastic, metallized papers, plastic bags, etc. [3]. Of course, printing is constantly evolving, new technologies and printing methods, new materials and paints are appearing. Existing technologies will be improved and new, more advanced printing technologies, new materials and paints may emerge [4].

Strategic positioning is designed to determine the current and target position of an enterprise in the industry. Based on knowledge of the difference between the current and target positions, it seems possible to formulate a strategy for an enterprise in the printing industry. The strategic position is the relationship between the influence of internal and external environmental factors, under the influence of which the printing house falls in the process of production and

economic activity. The strategic position of an enterprise does not provide a basis for judging how effectively the business is organized and conducted, but it allows one to draw conclusions regarding the methods and directions of its development, depending on the strategic positions occupied in the industry. Therefore, strategic positioning should be considered as a special method of reflection by an enterprise of the circumstances in which it finds itself in order to determine an adequate course of action. Consequently, the strategic positioning of an enterprise involves not only the correct choice of market position, but most importantly, the choice of direction for further development.

Strategic positioning is the process of determining the position of an enterprise in the present, to identify differences with its target position in the future, based on priority factors.

Based on the above, the strategic positioning process can be divided into three main stages.

1. Determination of the current position of the enterprise in the industry, based on the influence of internal and external environmental factors.
2. Deciding regarding the target position of the enterprise in the industry, considering priority factors.
3. Determination of the strategic vector of behavior that ensures achievement of the target position in the industry.

Therefore, strategic positioning as an element of strategic planning is both a reaction and a means of adaptation to environmental conditions to create a future enterprise in the context of the influence of these conditions.

Strategic positioning is the process of determining the position of an enterprise in the present to identify differences with a target position in the future based on priority factors. The question arises as to which factors are truly prioritized, i.e., the influence of which factors will be truly key in determining the current position, but more importantly, in designing a strategy to achieve the target position in the industry. The question is very relevant, because without knowing what to focus on, on internal development or on strengthening interaction with suppliers, for example, when developing a strategy, upon achieving the target position, there is a high probability of determining the wrong strategic direction. The answer to this question should obviously be given by existing methods of strategic positioning of an enterprise, such as BCG, GE/McKinsey, Shell/DPM, Hofer/Schendel, ADL/LC.

A review of strategic positioning methods allows us to conclude that each has a number of positive features, but also a number of disadvantages. Among the general positive characteristics, the following can be highlighted:

- methods identify a large list of factors influencing the position of an enterprise in the industry;
- the ideas of positioning methods are distinguished by clarity and precision, so rare in the field of strategic planning;
- methods allow you to clearly determine the difference between the current and target position of the enterprise.

Of course, there are some drawbacks. Firstly, most methods are characterized by a certain universality, without taking into account the specifics of certain industries. The priority of the factors given in the methods when determining the position of the enterprise will be different in different industries. Moreover, some factors are unique to certain industries. Secondly, in most methods the influence of factors is determined by experts, which introduces subjectivity into the process of determining the position of the enterprise. Thirdly, in modern conditions of socio-economic dynamics, even within the context of one industry, it is difficult to determine the list of factors and which factor has the most significant influence at the time of strategy development.

Thus, enterprises in the printing industry need a method of strategic positioning in strategic planning, which will allow them to determine the factors and their degree of influence that determine the position of the enterprise in the industry. This determination can be facilitated by studies based on the provisions of cluster analysis.

The main goal of cluster analysis is to identify such homogeneous subsets in the original multidimensional data so that objects within groups are similar to each other in a certain sense, and objects from different groups are not similar. By “similarity” we mean the proximity of objects in a multidimensional space of features, and then the task comes down to identifying natural clusters (“clusters”) of objects in this space, which are considered homogeneous groups [1].

Thus, in what follows, a cluster will be understood as a cluster of homogeneous objects in a population that differ in a set of certain characteristic values.

Let us highlight the following tasks of cluster analysis in strategic positioning:

- 1) development of a typology or classification of objects (industry enterprises, factors of their internal and external environment);
- 2) research into useful conceptual schemes for grouping objects (tree clustering methods, Varda);
- 3) presentation of hypotheses about the existence of clusters based on the study of objects;

- 4) hypothesis testing or research to determine whether clusters identified by one method or another are actually present in the available data (k-means method).

Cluster analysis makes it possible to classify selected factors or phenomena according to accepted characteristics, due to which it satisfies the task of determining strategic positions for enterprises in the industry, which means choosing a vector of actions to achieve their target positions.

Thus, the advantages of cluster analysis as a method of strategic positioning lie in the fact that cluster analysis makes it possible to classify factors affecting the position of an enterprise and determine the significance of a particular factor at the time of the study. In addition, when the individual value of a factor changes, the significance of other factors also changes, and the analysis makes it possible to control these changes, which corresponds to the high dynamics of factors influencing the strategic position of an industrial enterprise. Identification of key factors using cluster analysis allows you to regulate the behavior of the enterprise in the direction of the target position.

The values of internal and external environmental factors for such analysis can be defined as variables that can take on any values in a certain range. The transition to such meters allows us to compare and contrast parameters that differ in the nature of their action and form of manifestation. Having thus achieved comparability of assessments of business conditions

So, the strategic position of the printing house in the industry can be represented by a point with the corresponding coordinates on the axes indicating the conditions of the industry and the internal state of the enterprise.

In this case, the factors should characterize the development of the situation (environment) in relation to the strategy being implemented. Consequently, depending on the goals of the enterprise in a strategic perspective, one or another alternative will be selected, the implementation of which will set the development of the enterprise in the desired direction.

The approach to determining strategic positions using cluster analysis has the opportunity to qualitatively improve the strategic planning system of a printing industry enterprise through an adequate response to the influence of priority factors of the internal and external environment.

A study of the printing industry revealed its main features:

- high product differentiation;
- high intensity of competition;
- the threat of invasion by foreign companies;
- high cost of equipment.

The above aspects allow us to conclude that it is impossible, or rather even irrational, to focus one printing house on the production of the entire range of printed products. Accordingly, a printing house needs to choose a position in the industry that will protect it from competitive, technological and economic threats. It is strategic positioning that allows such a choice to be made. But to determine the current and target position in the industry and to determine the strategic vector of development, an analysis of factors in the internal and external environment of the printing house is necessary.

Consequently, the competitiveness of a printing house is a complex indicator, characterized by many internal factors that affect the efficiency of operations and consist of the efficiency of production activities (level of production costs, capital productivity, level of product profitability, labor productivity); financial condition (coefficients of autonomy, solvency, absolute liquidity, working capital turnover); efficiency of sales and promotion organization (level of profitability of sales, capacity utilization rate, advertising efficiency ratio); prices and product quality.

Thus, the competitiveness of a printing house is characterized by factors of the internal environment that have varying significance and dynamics of change, and is one of the primary elements in the strategic positioning of an enterprise in the printing industry.

The influence of microfactors, on the contrary, has a direct impact on the position of the enterprise in the industry, and the enterprise itself is able to influence these factors. So, the list of microenvironmental factors is presented by competitors, suppliers, consumers and substitute products. But due to the specifics of the industry, there are no substitutes for printing products, therefore, the strategic positions of such an enterprise will be influenced by competitors, suppliers and consumers.

Thus, the position of an enterprise in the printing industry is determined by the level of its competitiveness and the degree of interaction with suppliers and consumers.

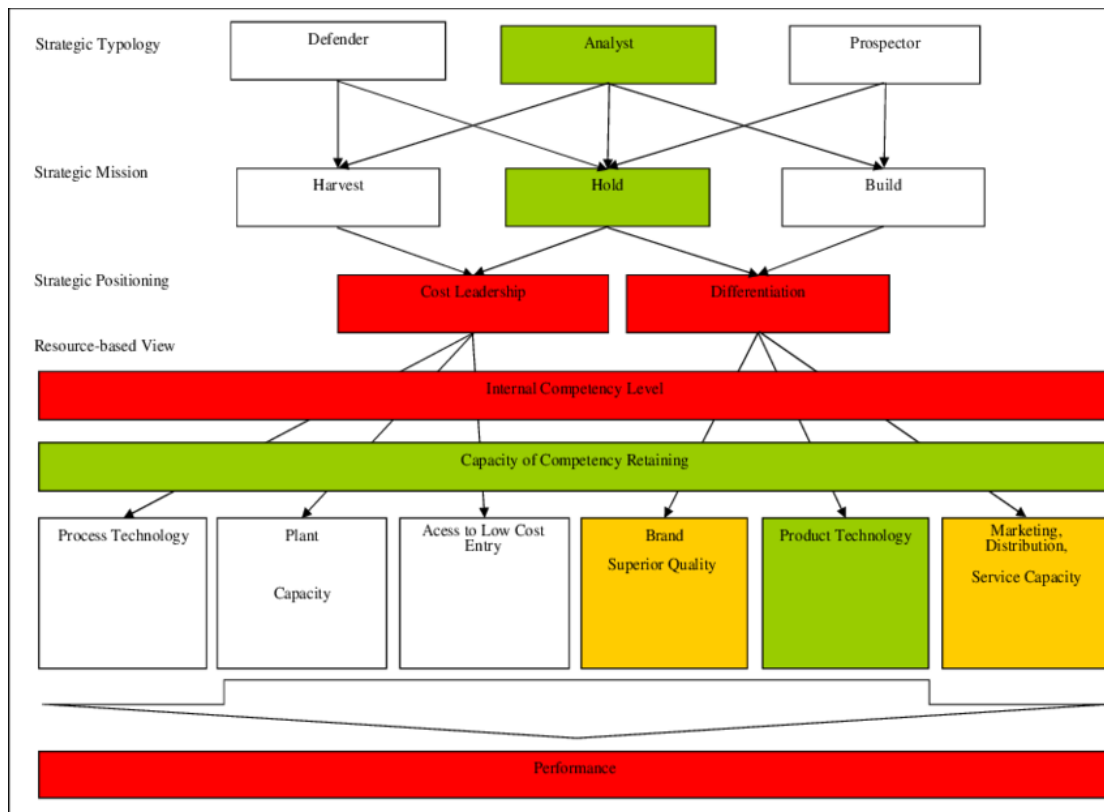


Fig.1.Strategic approaches to Cluster

Source: https://www.researchgate.net/figure/Strategic-approaches-to-Cluster-1_fig2_287416027

Since cluster analysis allows us to determine the position of a printing house in the printing industry based on the influence of factors, and these factors are known, it seems possible to develop a strategic positioning technique.

The first stage of the methodology involves conducting marketing research of the printing industry in the region by collecting primary and secondary information using various methods, namely: questionnaires, surveys and analysis.

As a result of the second stage of the methodology, it is possible to determine the main competitors of the enterprise under study in the range of products produced. Calculation based on fourteen indicators of operational efficiency, financial condition, sales organization efficiency and product competitiveness. Which together gives an assessment of the competitiveness of the enterprise and its main competitors. Moreover, using the coefficient developed by the author - the specific weight of the Fisher criterion - it is possible to determine the priority of a particular competitiveness indicator. Thus, the stage allows you to position the enterprise among its main competitors and impartially determine the key factors that determine this position.

Completing the third stage of the methodology allows us to identify enterprises that provide the printing house's production process. Using cluster analysis, you can identify priority suppliers with whom it is advisable to form strategic cooperation. Strengthening relationships with target suppliers will make it possible to conclude dealer agreements and official representation agreements. This will provide a flexible pricing policy, price discounts, optimal delivery times, a range of resources, the possibility of leasing transactions, etc. This will collectively affect the profitability of the enterprise. Thus, this stage allows us to determine the strategic position of the enterprise under study in terms of the effectiveness of interaction with suppliers.

The fourth stage of the methodology is designed to determine priority customers in terms of consumed products in the context of the production capabilities of the printing house and order amounts. Creating a permanent, loyal customer base will allow the printing house to specialize in a certain direction of production based on knowledge of the rank of importance of a particular printed product and strengthen its position in this direction. A specialized position will provide protection from competition, improved quality of printed products, and increased profits. Thus, this stage allows us to determine the strategic position of the enterprise under study in terms of the effectiveness of interaction with consumers.

Strategic positions are strengthened as the values of the coefficients along the coordinate axes increase. Of course, the most attractive position is characterized by high competitiveness and sustainable interaction with suppliers and consumers and vice versa.

3. CONCLUSION

Thus, the general principle promoted by the strategic positioning model is to strengthen the enterprise's position in the industry by increasing competitiveness and strengthening interaction with suppliers and customers. For any enterprise that finds itself between these three values, the strategy will be selective. Next, based on the use of the above strategic positioning model, we determine the current position of the enterprise under study in the printing industry of the region. Following the constructed algorithm, we will determine the target position of the enterprise, i.e. the desired future to which it is necessary to strive.

So, the current position of the enterprise in the industry has been determined, based on the influence of factors of competitiveness of the printing house and the degree of its interaction with suppliers and consumers. A decision has been made regarding the target position. Consequently, it is necessary to identify the differences between the two indicated positions in order to develop a strategy that ensures achievement of the goal, i.e., to determine the vector of further development. The stage involves developing strategies to enhance competitiveness and the degree of interaction with suppliers and consumers, i.e., taking measures to move the position from the current position to the desired one. Strategic alternatives to increase competitiveness and strengthen the position in the cluster may be actions to optimize performance indicators of production activities, stabilize the financial condition, increase the efficiency of sales and promotion of products, improve their quality, optimize prices, rationalize relationships with priority suppliers and consumers through strengthening mutually beneficial contacts. Moreover, these activities must be carried out based on the rank of their importance in the current situation in the industry.

Thus, a methodology for strategic positioning of enterprises in the printing industry based on priority factors has been proposed. The technique is an algorithm according to which it is mandatory to use cluster analysis to determine priority factors. Using the methodology, you can identify the current and target position of an enterprise in the industry, develop a strategy that is adequate to industry conditions to achieve the target position based on priority factors. The methodology includes a strategic positioning model based on the influence of internal and external environmental factors. Thus, the position of an enterprise in the printing industry is determined by its competitiveness and the degree of interaction with suppliers and consumers.

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