



TADBIRKORLIK SUBYEKTLARI FAOLIYATIDA RAQOBATCHILAR TADQIQOTI

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Annotatsiya. Tadbirkorlik faoliyati rivojlantirishining asosiy omili raqobatchilarning raqobatbardosh harakatlariga moslashishdir. Buning uchun raqobatchilar faoliyatini tahlil qilishda zamonaviy marketing tadqiqot vositalaridan samarali foydalanish tadbirkorlik subyektlarini global va mahalliy raqobatga qarshi turishlari katta ahamiyatga egadir. Biroq, tizimli adabiyot resurslari biznes raqobatchilarni tahlil qilish jarayonini birlashtirish sohasida cheklangan, bu tadbirkorlik kompaniyalarining harakat rejasiga ta'sir qiladi, bu esa strategik muvaffaqiyatsizlikka yoki kontentni ta'minlanmaganligi sababli noto'g'ri rejalashtirishga olib keladi. Shunday qilib, ushbu kontentdagi axborot resurslarni boyitish maqsadida tahliliy maqolada tadbirkorlik sohasida raqobatbardoshlik tadqiqotini o'tkazishning ahamiyati, zarurati, tadqiqot jarayonlarida hal qilish uchun bir nechta mezonlarga asoslangan ammo, birlashtiruvchi asosda tashkil etiladigan raqobat tadqiqotining turlari hamda tahlil qilish usullarini tizimlashtirishga qaratilgan. Shuningdek, ushbu maqolada "raqobat bo'yicha tadqiqot qarorlarini qabul qilish va o'tkazish jarayonlari" ishlab chiqilgan. Ushbu tadqiqotda keng qamrovli adabiyotlarni o'rganish hamda mutaxassislardan intervyu va so'rovnomalar olish orqali ma'lumotlar yig'ilgan. So'rovnomada 1 dan 9 gacha bo'lgan shkala bo'yicha har bir mezonning muhimlik darajasini o'lchash va muhimlik mezonlari ierarxiyasini ishlab chiqish uchun tahlil qilish uchun modellash vositasi sifatida ishlatilishi mumkin bo'lgan ko'p mezonlarga asoslangan qaror qabul qilish vositasi qo'llanildi. Ushbu tadqiqot natijalari raqobatchilarni tadqiq qilish bo'yicha mavjud bilimlarni mustahkamlash va tadbirkorlik subyektlarini o'z biznes jarayonlarida raqobatchilar tadqiqotlarida foydalanish uchun tavsiya etiladi. Shuningdek, ushbu maqolaning nazariy va amaliy natijalari kelajakdagi tadqiqotlar uchun asos sifatida xizmat qilishi mumkin.

Kalit so'zlar: tadbirkorlik faoliyati, marketing tadqiqotlari, raqobat, raqobatchilar, raqobatchilar tadqiqoti, analitik ierarxiya jarayoni (analytical hierarchy process (AHP)), raqobatchilar tahlili.

ИССЛЕДОВАНИЕ КОНКУРЕНТОВ В ДЕЯТЕЛЬНОСТИ ХОЗЯЙСТВУЮЩИХ СУБЪЕКТОВ

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Абстракт. Ключевым фактором выживания деятельности хозяйствующих субъектов является признание конкурентных действий своих конкурентов. В связи с этим использование аналитических инструментов в анализе конкурентов для поддержки эффективности предпринимательской деятельности это то, что необходимо бизнес-структурам для борьбы с глобальной и местной конкуренцией. Однако систематические литературные ресурсы ограничены в области унификации процесса анализа бизнес-конкурентов, что влияет на план действий предпринимательских компаний, приводит к стратегическому провалу или неправильному планированию из-за отсутствия содержательного обеспечения. Таким образом, чтобы обогатить исследовательские ресурсы, аналитическая статья направлена на анализ и систематизацию типов и методов исследования конкуренции, организуя их в одной и той же многокритериальной унифицирующей структуре для удовлетворения различных потребностей и процессов проведения исследований конкурентоспособности в предпринимательстве, что называется в этой статье «принятие решений в области исследования конкуренции» и развиты в этой статье. Для достижения этой цели критерии анализа определяются посредством обширного обзора литературы и структурированного вопросника, подготовленного для сбора данных от экспертов посредством личного интервью. Затем для измерения уровня важности каждого критерия по шкале от 1 до 9 и для разработки иерархии критериев важности был применен многокритериальный инструмент принятия решений, который можно использовать в качестве моделирующего устройства для анализа. Ожидается, что результаты этого исследования укрепят существующие знания об исследованиях конкурентоспособности и подготовят хозяйствующие субъекты к принятию и использованию предложенной унифицирующей структуры анализа конкурентов в своих бизнес-процессах. Наконец, в документе представлены теоретические и практические выводы, а также программа будущих исследований.

Ключевые слова: предпринимательская деятельность, маркетинговые исследования, конкуренция, конкуренты, конкурентное исследование, процесс аналитической иерархии, анализ конкурентов.

RESEARCH OF COMPETITORS IN THE ACTIVITIES OF BUSINESS ENTITIES

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Abstract. The key factor to activities of business entities survival is acknowledging the competitive actions of their competitors. In this regard, the use of analytical tools in competitor analysis to support the entrepreneurial activities's performance is one thing that needs to be done by business entities to face global & local competition. However, systematic literature resources are limited in the field of unifying the process of analyzing business competitors that influences the action plan of the entrepreneurial companies, leading to strategic failure or improper planning due to lack of content provision. Thus, to enrich research resources, the analytical paper aims to analyze and systemize the types and methods of competition research arranging these in the same multi-criteria based unifying framework to deal with the different needs and processes of conducting competitiveness research in entrepreneurship that is called in this paper "competition research decision making", and developed in this paper. To achieve this objective, criteria for analysis are determined through an extensive literature review and a structured questionnaire that is prepared to collect data from experts through a personal interview. Then, a multi-criteria-based decision-making tool that can be used as the modelling device for analysis has been applied for measuring the importance level of each criterion on the scale of 1 to 9 and to develop a hierarchy of criteria for importance. The finding of this research is expected to strengthen the existing knowledge of competitiveness research and make business entities ready to adopt and use the proposed unifying framework of competitor analysis on their business processes. Finally, the paper provides theoretical and practical implications as well as future research agenda.

Key words: entrepreneurial activities, marketing research, competition, competitors, competitive research, analytical hierarchy process (AHP), competitor analysis.

Introduction. The competitiveness literature examines the factors that contribute to rivalry as the entrepreneurial maneuver for taking advantageous market positions. The progress of understanding the rivalry has been substantial [1-5]. In the literature, a significant number of attempts have been made on competitor analysis with different methods and models. Specifically, the authors of [6,7] usually deal with this problem via specific models, competitor-competitor-mutualist model and competitive dynamics model respectively in which mathematical methods are widely utilized. Some studies mainly focus on certain aspects of competitor analysis with cooperation or competition relationship [8,9].

Faced with fierce competition, entrepreneurial activities are devoting much attention to the analysis of business competitors, in order to achieve success in this highly-competitive world. Thus, the analysis of competitors and competition itself has been a crucial task, beneficial to enterprises with helpful development guidance and creation of competitive advantages [10].

However, to provide sustainable competition, entrepreneurial activities need to address many issues such as marketing strategy, quality, human resource management and right information [11,12]. To analyze competitors during the performance of the company is the most challenging job for business enterprises. It is, therefore, not only to figure out the important but also to prioritize the factors which address and characterize the competitors in the target market.

There are various factors which affect the competition. [13,14] define models which include several criteria that influence competitiveness: management supervision policies, product quality, and information sharing. The criterion "human resources" is one of the important influence factors for sustainable competitiveness. The study considered this criterion to know the team audit of the competitors.

By developing a Hierarchy Structural Model (HSM) of competitor analysis decision making in the marketplace to the priority of the identified criteria, this paper employs an analytical hierarchy process model to analyze the competitors in the activities of four alternative business entities (labeled with "company number"), 2 of which are located in village and the other two in cities based on the decision criteria and expert evaluation to understand how the entrepreneurial activities managed to gain competitive advantages in maximizing its performance. This approach allows us to understand the nature of competitive moves in the different industries and gain insight regarding the competitive research.

Literature review. There is no single understanding about definition of the concept of competi-

tiveness. However, within the present research, competitor analysis is defined as a process of identifying competitors in the market, researching or evaluating their strategies (especially marketing strategies), and evaluating their weaknesses and strengths.

The constant development of competitiveness promoted the formation of numerous competitor analysis methods. Singer, A. E., & Brodie, R. J., the authors of the evaluation study of alternatives of business competition analysis [14], Jamil, G. L., et al., authors of the study of strategic innovation management for improved competitive advantage [15], a comparative study of techno-economic analysis of ethanol production and its competitors by Li, J., Zhang, Y., et al., Jin, J., Ji, P., & Gu, R., the authors of the competitor analysis study of identifying comparative customer requirements based on product online reviews and the followings contributed to the creation of the theoretical and methodological principles of competitor analysis [16,17].

Perez, D., Stockheim, I., & Baratz, G. investigated the impact of positive competitor reviews on review credibility [18] and consumer purchase intentions while Werle, M., & Laumer, S. proposed Competitor identification method along with a review of use cases, data sources, and algorithms [19].

Dowling, M., & Singh, S. provided market overview and analysis of key competitors in electronic messaging market [20]. Chen, Y. C., et al. proposed a comprehensive integrative framework to show the interplay between competitor and alliance orientations in innovating products [21]. Boehe, D. M., & Becerra, M., the authors of market research study investigated how and when firms are more likely to imitate their competitors' market presence by providing market entry new export-oriented markets [22].

Hatzijordanou, N., Bohn, N., & Terzidis, O. systematically reviewed the literature of competitor analysis in terms of status quo and start-up specifics [23]. Amit, R., Domowitz, I., & Fershtman, C. investigated how to use the conjectures in competitor analysis [24].

Previous research that examines the effect of firm resources and staff audit, customer practices and company culture on competitiveness and firm performance has been found in the competitor analysis literature [25, 26]. Competitor analysis factors must be considered during the activities of the company. These factors may be used to rule out competition that aren't feasible by means of a single observation or statistical analysis. Furthermore, in the background of competition potential evaluation, they can be used to envision and perceive customer and business values in a competition context.

Gulamuddinova, Z. N., et al. provides descriptions of specific behaviors of customers as well as the responsive actions of competitors in the context

of building a brand equity in education system [27]. Zufarova, N. also found out the factors of internationalization that influence to the competitiveness of educational companies when successfully securing customer's intentions or addressing the relevant factors of customer return.

Prior research by Hatzijordanou, N., Bohn, N., & Terzidis, O. also has examined characteristics of competitor analysis based on customer reviews and export market [23]. Additionally, their research regarding the status quo and start-up specifics of competitor analysis has flourished recently for many reasons.

Sirikrai, S.B., & Tang, J.C. consider the analytical hierarchy process-based methods of analyzing industrial competitiveness when developing and implementing their strategies [25, 28]. Companies' recognition of the ways how their competitors approach their customers within the same industry plays a key role in defining the strategy.

Delbari, S. A., et al, investigated key competitiveness indicators and drivers of full-service airlines by using Multiple-criteria based decision-making (MCDM), an analysis that examines multiple competing criteria in decision-making process [29]. They also claimed that decision-makers of the companies have been interested in using multicriteria analysis to analyze competitors. Inspired by this growing interest, this analytical study aims to identify and analyze the factors that determine the competitiveness and performance of four different companies against a respective company using a MCDM approach, namely through Analytical Hierarchy Process analysis.

The remainder of this paper is organized in the following ways. Section 2 describes research methods adopted such as the analytical hierarchy process and stakeholder interview along with the retrieval of decision criteria and model development. Section 3 discusses the application of the proposed model in the competitor analysis case of a real firm and the calculation results such as the pairwise comparisons and ranking of criteria and alternatives. In the last section, future research agenda and study implications are provided.

Methodology. The main method that this study adopted is Analytic hierarchy process (AHP) method. This method especially suits in the case of analyzing competitors in which decision should be made based on multiple criteria without any standard, when decisions are mainly linked with the decision-maker. To solve this problem, multiple-criteria based decision-making approaches are ideal candidate to include in research toolkit. Analytical Hierarchy Process is a kind of methods specifically designed for multiple-criteria decision-making. It helps to systematize decision-making with the inclusion of a mix of quantitative and qualitative criteria by formulating a problem as a hierarchy. In

this model, achieving the optimal decision includes a set of pairwise comparisons, the weighting of each factor in terms of level of importance, and prioritization of criteria and alternatives. This approach is based on math and psychology for arranging and evaluating complex decisions.

Results. At the first phase of the study, the data were collected from the stakeholder interview and social media using a self-designed questionnaire (see Appendix 1). The interview was held among 376 entrepreneurs, 113 people living in the village, 253 people living in the city. Then, collected data were analyzed using Microsoft Excel. Linguistic analysis & labelling methods proposed by [30-32] are also used for data analysis. The questionnaire, the identification of competitor analysis practices and decision model information, was composed of two sections. The first section was related to the best practices of analyzing competitors while the second section includes the superiority of the decision criteria identified and competitors of a real firm. Criteria analysis was based on pairwise comparisons on a nine-point scale and weightage. During the interview, stakeholders are asked to express their opinions and provide mathematical values on a questionnaire that contains a pairwise comparison of the level of importance between factors.

10 decision criteria were derived for the analysis of the competitors from the literature review aforementioned and stakeholder interview from entrepreneurs. They included the followings:

- company culture;
- competitor identifiers;
- client or customer reviews;
- marketing strategies;
- prices;
- product or service quality;
- resource & team audit;
- social media channels;
- competitors' hiring strategy;
- comparison of financial services (monitoring the financial health of a competing company).

The findings of the competitor analysis and criteria weighting indicate the level of priority of each criterion that can be presented in the following table (table 1).

Then, the table data above showed that "the company culture" has the highest priority weight value and are in the first rank position with a weight value of 0.131559. This means that "the company culture" contributes greatly to analyzing competitors and company performance. The second priority factor was competitors' hiring strategy with a weight of 0.122027. Then, the third priority factor was product or service quality with a weighting value of 0.116617.

Table 1

Pairwise comparisons of decision criteria and their totals/weights

Competitor analysis criteria	Company Culture	Marketing Strategies	Resource & Team Audit	Prices	Comparison of financial services	Competitors' hiring strategy	Client or Customer Reviews	Product or Service Quality	Competitor Identifiers	Total	Weights
Company Culture	1.00	1.33	1.17	1.14	1.17	1.20	1.33	1.40	1.20	10.94	0.131559
Marketing Strategies	0.75	1.00	0.83	0.86	0.88	0.75	1.40	0.75	1.33	8.55	0.102777
Resource & Team Audit	0.86	1.20	1.00	1.40	1.17	0.75	0.88	0.83	1.17	9.25	0.111192
Prices	0.88	1.17	0.71	1.00	0.88	0.86	0.75	0.88	1.60	8.71	0.104752
Comparison of financial services	0.86	1.14	0.86	1.14	1.00	1.14	0.86	0.88	1.60	9.48	0.113912
Competitors' hiring strategy	0.83	1.33	1.33	1.17	0.88	1.00	1.40	0.88	1.33	10.15	0.122027
Client or Customer Reviews	0.75	0.71	1.14	1.33	1.17	0.71	1.00	1.17	1.40	9.39	0.112867
Product or Service Quality	0.71	1.33	1.20	1.14	1.14	1.14	0.86	1.00	1.17	9.70	0.116617
Competitor Identifiers	0.83	0.75	0.86	0.63	0.63	0.75	0.71	0.86	1.00	7.01	0.084299
										83.18	1

Made on the basis of information collected by the author

Table 2

Ranking of competitor companies and their performance scores according to competitor analysis criteria and their weights

Alternative competitors ranking	company 1	company 2	company 3	company 4
company culture	0.526236	0.394677	0.394677	0.526236
company culture weight	0.131559	0.131559	0.131559	0.131559
company culture score	4	3	3	4
Marketing Strategies	0.308331	0.308331	0.308331	0.411108
Marketing Strategies weight	0.102777	0.102777	0.102777	0.102777
Marketing Strategies score	3	3	3	4
Resource & Team Audit	0.333576	0.444768	0.55596	0.444768
Resource & Team Audit weight	0.111192	0.111192	0.111192	0.111192
Resource & Team Audit score	3	4	5	4
Prices	0.314256	0.419008	0.209504	0.419008
Prices weight	0.104752	0.104752	0.104752	0.104752
Prices score	3	4	2	4
Comparison of financial services	0.455648	0.455648	0.341736	0.341736
Comparison of financial services weight	0.113912	0.113912	0.113912	0.113912
Comparison of financial services score	4	4	3	3
Competitors' hiring strategy	0.488108	0.366081	0.244054	0.366081
Competitors' hiring strategy weight	0.122027	0.122027	0.122027	0.122027
Competitors' hiring strategy score	4	3	2	3
Client or Customer Reviews	0.564335	0.451468	0.564335	0.338601
Client or Customer Reviews weight	0.112867	0.112867	0.112867	0.112867
Client or Customer Reviews score	5	4	5	3
Product or Service Quality	0.349851	0.466468	0.466468	0.349851
Product or Service Quality weight	0.116617	0.116617	0.116617	0.116617
Product or Service Quality score	3	4	4	3
Competitor Identifiers	0.252897	0.252897	0.337196	0.337196
Competitor Identifiers weight	0.084299	0.084299	0.084299	0.084299
Competitor Identifiers score	3	3	4	4
TOTALS	3.340341	3.306449	3.085065	3.197389

Made on the basis of information collected by the author

Table 2 displays that the company 1 with a total performance score of 3.340341 was recognized as the first priority of typical competitor in the market in terms of manufacturing. The next rank was assigned to company 2 with a score of 3.306449. Also, table 2 shows that these competitor companies 1 and 2 were the most preferred in terms of comparison of financial services too with the criteria scores of 4, the same. However, table 2 indicates that when looking from the perspective of competitor Identifiers, competitor companies 3 and 4 were the best with the scores of 4, the same. The superiority of the competitor company 1 over the others in terms of competitors' hiring strategy – with the score of 4 – is evident in the table 2.

Overall, company culture is an important factor that determines the competitive potential of the organization. Also, the factors such as competitors' hiring strategy and product or service quality that are also important factors in analyzing the competitors of small and medium businesses. The vision and mission of the company's competitiveness guidelines must be able to be adequately implemented in compatible with the decision criteria and competitor analysis model of analytical hierarchy process.

Conclusions. The findings of this analytical research study indicate that ten important factors can be used in analyzing both competitors and company performance. The first priority factor was company culture. Then, the second priority factor was competitors' hiring strategy, and the third priority factor was product or service quality.

Based on the results of the research, the following recommendations were developed:

competitive strategy is a company's long-term business plan, which aims to gain a competitive advantage after assessing competitors' strengths, weaknesses, opportunities and threats in the industry. According to Michael Porter's competitive strategy, there are four types of competitive strategies used by businesses globally. Entrepreneurs need to understand the basic principles of this concept to help them make well-informed business decisions as they move forward.

in order to be competitive in the market, entrepreneurs must acquire specific competencies in one or more areas of their activity, and these competencies represent the strengths of the entrepreneur that allow them to achieve a competitive advantage in the market. These strengths are very important to the entrepreneur, they help the business achieve higher efficiency, increase quality, create innovation, attract and retain customers.

in the conditions of intense competition, entrepreneurs should use the "low-cost strategy", through which it is possible to develop ways to reduce the cost of production without losing quality. For this, entrepreneurs can reduce the cost of production equipment and achieve cost reduction by using low-cost new technologies.

Using the Focus strategy in market segmentation. Business entities should focus on several narrow market segments to protect themselves from competition. Focus strategy offers the cheapest of the target market segment for entrepreneurs with limited resources. This focuses on the lowest priced product in a given geographic area. This is similar to a cost-based strategy, but it specializes in attracting more customers.

From theoretical perspective, the results of this study provide data and information that are important for analyzing the competitor companies in formulating company policies & strategies especially related to improving competitiveness and company performance.

From practical perspective, this study will enrich previous analysis toolkit that are relevant to competitor analysis by providing decision making model about assessment of competitiveness and company performance through the implementation of analytical hierarchy process-based model that provides support to competitor analysis and business development.

In the future, this research could be updated or done with different analysis factors and cover bigger areas (for example, competitiveness comparison of industries).

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