Summary

Subject matter: The analysis and ways of enhancing competitiveness of the trading company "Trading House Ochakovo CMW" Ltd.

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Customer organization: 'Trading House Ochakovo CMW" Ltd.

Topicality of the research: Nowadays the questions of enhancing the competitiveness of trading companies of different forms are of utmost importance and, currently, competitiveness is one of the most important integral characteristics, used both for the national economy of Russia as a whole and for a single enterprise. As a rule, it is also used as the criterion of assessing the effectiveness of business operations of economic entities.

Objective of the research: to draw up the theoretical conclusions and practical guidelines on improving the competitiveness of a modern trading company.

Tasks:

- to study the theoretical research papers, determining the essence of competitiveness of a trading company;

- to determine the criteria and indicators, used for the assessment of the competitiveness of a trading company;

- to analyze the operations of "Trading House Ochakovo CMW" Ltd;

- to assess the level of managing competitiveness in "Trading House Ochakovo CMW" Ltd;

- to determine the main ways of enhancing the competitiveness of "Trading House Ochakovo CMW" Ltd;

- to formulate the main competitive strategies of trading companies and to select the best one for the object of the research.
**Theoretical significance of the research:** the broadening of theoretical knowledge about the major postulates of the theory of competition, competitive advantages and competitiveness relating to trading companies.

**Practical significance of the research:** the opportunity to use the proposed ways of enhancing competitiveness and the selection of the best long-term competitive strategy in the operations of not only "Trading House Ochakovo CMW" Ltd, but also other similar enterprises.

**Results of the research:** "Trading House Ochakovo CMW" Ltd has a strong competitive position on the market, successfully uses in its operations the trademark strategy and the concentration strategy. "Trading House Ochakovo CMW" Ltd has the following competitive advantages: division of labour and specialization of management; vast financial resources, their concentration; effective communication policy; successful experience of the integration of retailing and wholesales; differentiated trading policy.

The assessment of the competitiveness of "Trading House Ochakovo CMW" Ltd, based on the four blocks of criteria, allows to draw the following conclusions:

- the effectiveness of the purchase and sale process is characterized by the simultaneous growth of retail sales, turnover costs and return on assets against the reduction of profit margin;
- the financial position of the company is critical;
- the customer service is high;
- the market position of the company is stable due to the stable market share, sufficient number of services and low level of the markup in comparison to competitors.

**Recommendations:** In order to successfully continue the operations and keep the existing competitive advantages of "Trading House Ochakovo CMW" Ltd, it is possible to propose the following measures for enhancing the competitiveness:

1) one of the priorities is the improvement of the economic relations with regular suppliers and customers (both retailers and wholesalers); the formation and further development of the main economic needs and the actual demand on goods and services;
2) among the specific instruments is the constant review of the marketing and distribution policy, expansion of the trade network, improvement of the information technologies and development of the innovative management.

Proposals on the organizational and economic aspects are reflected in the following positions: the improvement of the trade, product range policies and pricing; the reduction of the stock; the widening of the pre- and after-sales services; the creation and development of the Internet trade, setting up of the clients' club.

The development and adoption of the measures proposed should be carried out as part of the system of management of the competitiveness of the trading company, which is currently under development. The centre of the proposed system is the formation of the optimal competitive strategy. The best strategy for "Trading House Ochakovo CMW" Ltd in the current situation is the strategy of centralized diversification.