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## **COMPETITIVENESS OF THE REGION AS A TRANSFORMATION BASIS FOR THE ECONOMY OF THE REPUBLIC OF KAZAKHSTAN**

**Abstract.** In the era of globalization, the development of countries with a small open economy largely depends on the intensity of using various forms of international economic relations, among which the competitiveness of each country plays a special role. At the present stage of development, the problem of competitiveness is central to the economic policy of the state. Creating competitive advantages over an opponent becomes a strategic direction of the state and its bodies and applies to all levels of the hierarchy: products (goods and services), enterprises, industries, regions and the country as a whole, but the country's competitiveness is of particular importance. The competitiveness of the region is determined in comparison with other similar facilities. This characteristic refers to estimated indicators, therefore, it assumes, along with the subject and subject of the assessment, the presence of certain criteria. Evaluation criteria (goals) may be the market position, the pace of development, the ability to pay for the borrowed funds received, consumer properties in relation to the price of the goods, etc.

**Key words:** competitiveness, region, transformation, economy, state.

**Introduction.** The competitiveness of the region reflects the level of efficiency in managing its economy. The latter is one of the factors regulating the economy of the region, which is a driving force for the development of a particular region and the regional community as a whole. Therefore, as a criterion for assessing the competitiveness of the region, it is advisable to choose the pace of development of the regions of Kazakhstan, which are asymmetric in nature.

Regional asymmetries are gaps (deviations) that are stable in time and space in the conditions and results of regional development relative to the legislatively or normatively established system of standards and the level of their economic development, the reduction of which ensures equalization of conditions for a more complete realization of the constitutional rights of citizens in meeting social needs, and in the long run contributes to the development of the country as a whole.

Any region can be classified into three groups obtained on the basis of a combination of spatial (regional population density) and economic (GDP per capita regions) factors: production localization, sources of increasing profitability growth and knowledge centers.

**Main part.** Production location regions are low- or middle-income regions. Productivity in these regions is achieved through low costs.

Their attractiveness is in the absence of negative aspects of urbanization. The factors determining their competitiveness lie in the basic infrastructure and accessibility: low cost location, lack of congestion, affordable housing and the availability of cheap human resources.

Regions of increasing profitability are regions with high growth rates, with an average population density and a clear economic structure (dynamically developing regions). In these regions, the benefits of the concentration of resources arise only in certain sectors, which are important sources of income.

Foreign firms' managers are suited to gain if acquire local context and local (or Diaspora-) based partner (public or private) prior to regional or standalone entry. Despite multiple headwinds, both economies retain strong international business potential and hope for an economic and social resurrection.

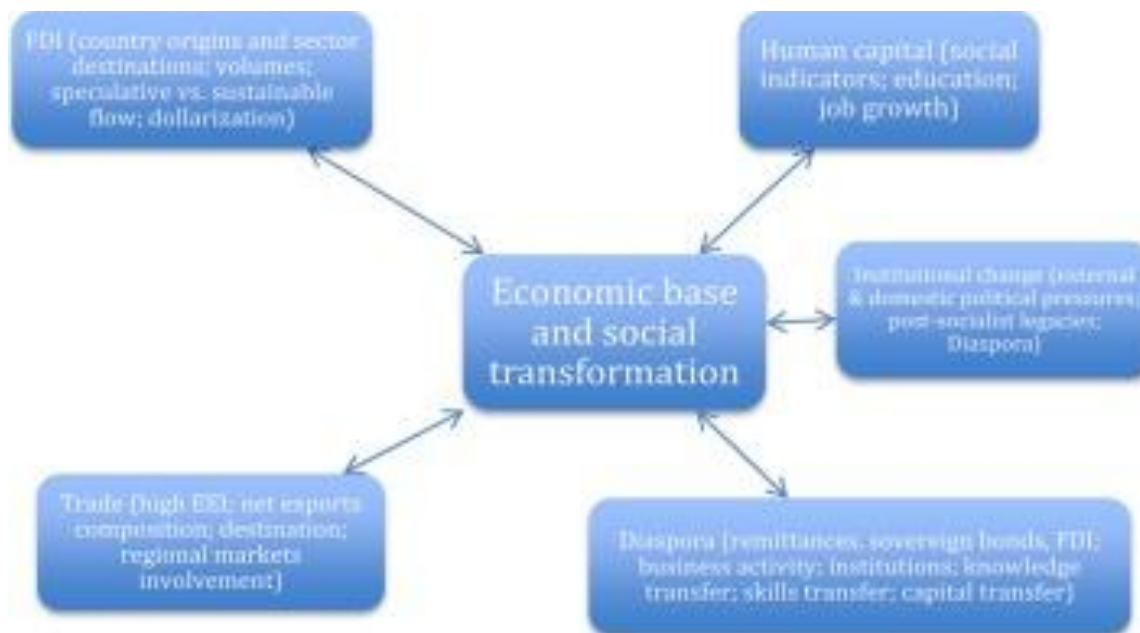


Figure 1 – Five forces of economic and social transformation

Implementation of flexibility, sustainability, and dynamics of modern economy is largely determined by the state of its infrastructure. According to this, the level of complexity and completeness of development of infrastructural complex influences the sense and characteristics of territorial and sectorial organization of public production, as well as quality and living standards of regions' population. Formation of clear priorities of the development will allow determining the coordinated strategic directions, reaching the balance of the planned actions which requires significant resource and organizational expenses (Strategic planning, 2015), providing increase of the quality of infrastructure of regional economy, its transformation into a complex, multilevel system, in view of implementation of innovations which model transformations that are dictated by new economic situation and by new requirements of consumers and economic subjects to infrastructural services.

The infrastructure of regional economy – with optimal connection between its elements – forms a single sustainable system which increases the general efficiency of economic development and is capable to ensure the synergetic effect. At that, the latter is very topical under conditions of instability of the global and national economies (Infrastructure of region, 2015). That's why it is necessary to form a strategy of complex adaptive systemic development of regional infrastructure from the position of provision of balance of its components: provisional, productive, investment, innovational, market, and social. Formation of this strategy, correspondingly, supposes development of goals and tasks of improving the infrastructure of regional economy and interconnected priorities of its development.

A strategy of systemic development of infrastructure of regional economy is a long-term qualitatively determined direction of development, based in a variety of systematized actions, allowing – on the basis of strategic priorities – determining the preferred tools and measures for implementation of procedures, parameters, and processes of development of regional infrastructure. The offered strategy requires development of new scientific approaches and practical actions which conform not only to modern conditions, but to offered perspectives of development of the infrastructure of regional economy. Systemic character of the strategy of development consists in consideration of regional infrastructure as a complex of interconnected and interacting objects as parts of its component.

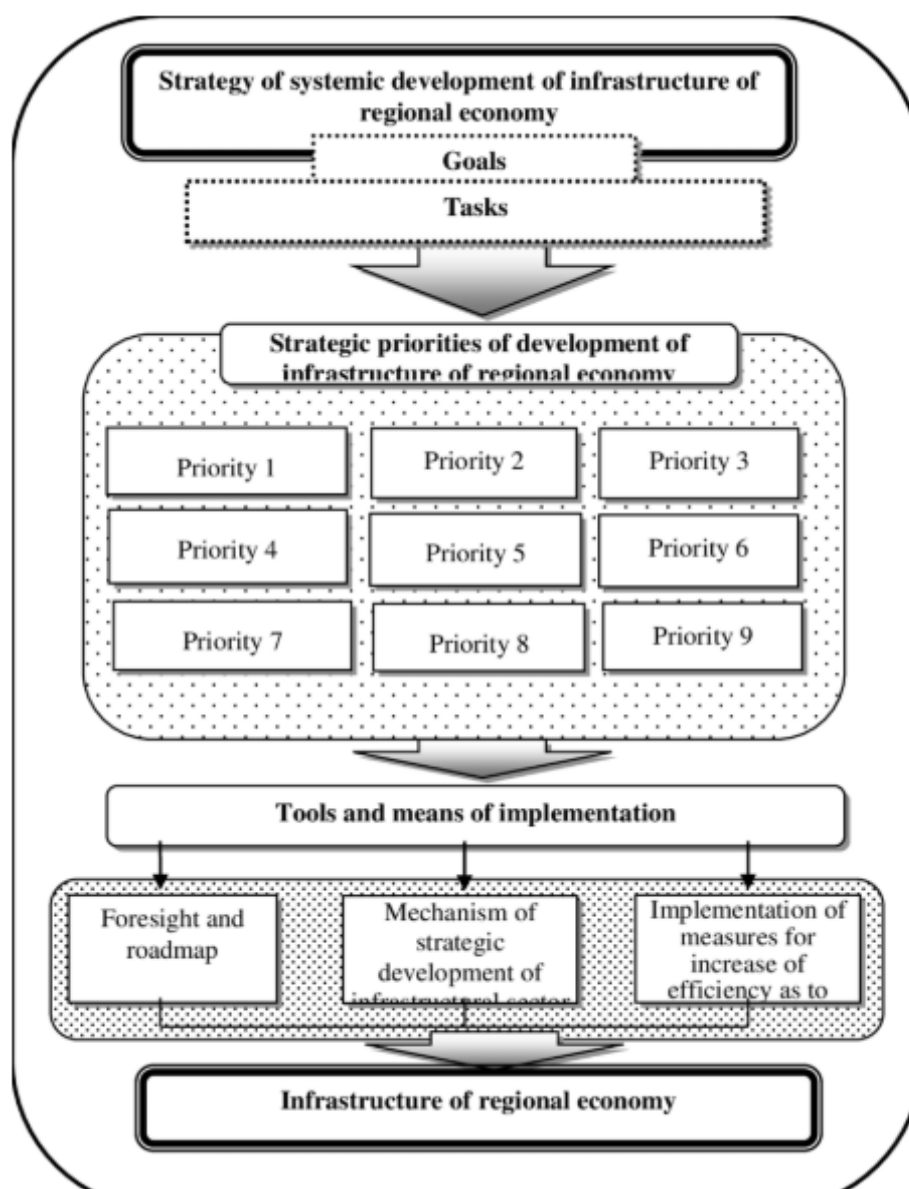


Figure 2 – Strategy of systemic development of infrastructure of regional economy

Thus, by the nature of the development of the dynamics and structure of Kazakhstan's foreign trade, one can ascertain the increase in the importance of trade relations between the republic and its partners in the EAEU in terms of the effect of mutual trade on the qualitative parameters of the national economy (stimulation and growth of industrial production, technological development and the increase in the share of value added in export), which generally meets the objectives of increasing the country's competitive potential and contributes to targeted development programs.

Summarizing the analysis, we should single out a circle of problems that contribute to the growth of regional asymmetry and reduce the level of competitiveness of the region:

- heterogeneous adaptation of regions with different economic structures to functioning in conditions of market competition;
- the branch principle of economic management, which determines the stimulation of only basic areas with a high degree of territorial localization; insufficiently intensive cooperation between different regions;
- weakening of the role of the state regarding the regulation of regional economic development and the alignment of imbalances in pace and direction;

– asymmetrical influence of the state through existing mechanisms on the development of different regions.

The results of the analysis indicate that the synchronization of the interests of the state and the region in a separate territory will not only increase its economy, but ultimately lead to a reduction in development imbalances between regions. Moreover, management of the region's economy is of particular importance.

Management is a particularly significant function of the region. The historical successes of the region are largely determined not by natural resources and technologies, but by the effectiveness of managing the economy of their territory. Therefore, some regions are progressing, while others are not. However, as international experience testifies, such a management role can be realized only under favorable internal and external conditions. This is, first of all, reliance on objective economic laws, proven principles of market management, the world practice of successful business, the effectiveness of the system of regulation of the economy of the region

A clear concept of economic management should play the role of the most important factor in building a prosperous region and serve as a stimulating condition for the development of society. Such a concept should be part of the meso-management system, permeate its content, theoretically substantiate the economic system of the regions forming the country [2].

One of the most urgent tasks of the region is to build a management model that can ensure the competitiveness of the territory's economy. Today, the region's competitiveness is one of the most influential concepts in development economics and practical politics [3]. At the same time, the industry of the regions, both in terms of the technical and technological base and in terms of the sectoral structure, does not meet modern requirements. The result of this situation is its lagging behind a number of developed and new industrial regions. The lack of a systematic understanding of one's own competitiveness (or lack of competitiveness), together with the absence of any strategy for its formation, creates a risk for the regions of the Republic of Kazakhstan to remain investment-unattractive and uncompetitive [4].

The interdependence of the processes of competitiveness and economic growth of the region, as well as the complexity and depth of the required transformations of its economy in accordance with global trends, determine the need to highlight the factors and conditions for ensuring the competitiveness of the region's economy. In this case, we are talking about creating a model for managing the region's economy.

The main components of this model are management as a set of relevant principles, management organization (functions) and management strategy (methods).

Management is based on the principles of reproduction of the life support system, legal regulation of management, social orientation, innovative orientation, preservation of our own raw materials, the unity of management theory and practice, and the region's competitiveness.

Management, first of all, should ensure the preservation of the ecosystem, resource-saving reproduction of all its components. In this case, the region becomes an object of economic and legal regulation. Economic and legal regulation of management processes, compliance with international and state regulations governing various processes in all areas of the region's economy, reduction of subjectivity in management should ensure the legitimacy of managing the economy of the territory. One of the main goals of management should be the harmonious development of society, the disclosure and realization of its potential opportunities, improving the welfare of the population and the quality of life in the region.

The structural source of management is development based on factors of production, investment, and innovation. To increase the competitiveness of the region, management should be focused on ensuring investment of innovations mainly in new technologies and management [5]. The implementation of innovative management orientation in modern conditions requires its appropriate organization.

The regulation of the management organization must take into account the features of functions and tasks, for the implementation and implementation of which it must be adapted. It seems that the functional content of the organization for managing the economy of the region includes lawmaking, the implementation of laws, the protection of rights and freedoms, and control over the implementation of laws.

The interaction of these functions provides an innovative orientation of management and the implementation of a resource-saving strategy for the region, which should be aimed at preserving regional raw materials, their rational use, import and export of new technologies.

**Conclusion.** Resource conservation, in turn, is the basis of a management strategy, which includes a number of successive stages: analysis of the environment, determination of the mission and goals, choice of strategy, strategy implementation, evaluation and monitoring of strategy implementation.

The implementation of the above stages of the management strategy ensures the realization of the potential of the regional economy. The successful realization of this potential is directly dependent on the unity of management theory and practice. In accordance with this principle, any managerial decision in the field of functioning and development of the region must meet the logic, principles and methods of management and solve one of the practical problems aimed at realizing the economic potential of the region.

The economic potential of the region includes human, resource, scientific, technical, institutional and production potentials. In order to realize the potential of the region to the maximum, to realize all state plans and programs for regional development, it is necessary to correctly place emphasis, find an area in which the existing potential of the region is revealed at 100%, determine the strengths and weaknesses of the region.

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#### **ҚАЗАҚСТАН РЕСПУБЛИКАСЫ ЭКОНОМИКАСЫНЫҢ ТРАНСФОРМАЦИЯЛЫҚ НЕГІЗІ РЕТІНДЕ АЙМАҚТЫҢ БӘСЕКЕГЕ ҚАБІЛЕТТІЛІГІ**

**Аннотация.** Жаһандану дәуірінде шағын экономикасы бар елдердің жоғары дәрежедегі даму жағдайы халықаралық экономикалық қатынастардың түрлі формаларын қолдану қарқындылығына байланысты, олардың арасында әр елдің бәсекеге қабілеттілігі ерекше рөл атқарады. Дамудың қазіргі кезеңінде бәсекеге қабілеттілік мәселесі мемлекеттің экономикалық саясатында басты орын алады. Қарсыласқа қарағанда бәсекелестік артықшылықтар жасау мемлекет пен органдардың стратегиялық бағыты болып есептеледі және иерархияның барлық деңгейіне қолданылады: өнімдер (тауар мен қызметтер), кәсіпорындар, салалар, аймақтар және тұтастай алғанда ел, оның бәсекеге қабілеттілігі ерекше мәнге ие.

Аймақтың бәсекеге қабілеттілігі оның экономикасын басқарудағы тиімділік деңгейін көрсетеді. Соңғысы – белгілі бір аймақтың және тұтастай алғанда аймақтық қауымдастықтың дамуының қозғаушы күші болып табылатын аймақтың экономикасын реттейтін факторлардың бірі. Сондықтан аймақтың бәсекеге қабілеттілігін бағалау критерийі ретінде табиғатында асимметриялы емес Қазақстан аймақтарының даму қарқынын таңдаған дұрыс.

Аймақтық асимметрия – заңнамалық немесе нормативтік түрде бекітілген стандарттар жүйесіне және олардың экономикалық даму деңгейіне қатысты аймақтық даму жағдайы мен нәтижелері бойынша уақыт пен кеңістіктегі тұрақты, ал олардың азаюы жағдайларды теңестіруді қамтамасыз ететін олқылықтар (ауыт-қулар), азаматтардың әлеуметтік қажеттіліктерді қанағаттандырудағы конституциялық құқығын толығырақ іске асыру болашақта тұтастай алғанда елдің дамуына ықпал етеді.

Өндіріс орналасқан аймақтар – табысы төмен немесе орташа өңірлер. Бұл аймақтарда өнімділікке төмен шығындар арқылы қол жеткізіледі. Олардың тартымдылығы урбанизацияның жағымсыз жақтары жоқ жағдайда байқалады. Бәсекеге қабілеттілігін анықтайтын факторлар базалық инфрақұрылымға және қол жетімділікке, яғни арзан орналасу, қолжетімді тұрғын үй және арзан адам ресурстарының болуы негізделеді.

Табыстың өсу аймағы – өсу қарқыны жоғары, халықтың орташа тығыздығы және нақты экономикалық құрылымы бар аймақтар (қарқынды дамып келе жатқан аймақтар). Бұл аймақтарда ресурстарды шоғырландырудың пайдасы маңызды табыс көзі болып саналатын белгілі бір салаларда ғана пайда болады.

Менеджмент, ең алдымен, экожүйенің сақталуын, оның барлық компоненттерінің ресурстарды үнемдеуді қамтамасыз етуі керек. Бұл жағдайда аймақ экономикалық және құқықтық реттеудің объектісіне айналады. Басқару үдерістерін экономикалық және құқықтық реттеу, аймақ экономикасының барлық салаларындағы түрлі үдерістерді реттейтін халықаралық және мемлекеттік ережелерді сақтау, басқарудағы субъективтіліктің төмендеуі аумақ экономикасын басқарудың заңдылығын қамтамасыз етуі керек. Менеджменттің негізгі мақсаттарының бірі қоғамның үйлесімді дамуы, оның әлеуеттік мүмкіндіктерін ашу және іске асыру, халықтың әл-ауқаты мен аймақтағы өмір сапасын жақсарту болуы тиіс.

**Түйін сөздер:** бәсекеге қабілеттілік, аймақ, қайта құру, экономика, мемлекет.

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## **КОНКУРЕНТОСПОСОБНОСТЬ РЕГИОНА КАК ТРАНСФОРМАЦИОННАЯ ОСНОВА ЭКОНОМИКИ РЕСПУБЛИКИ КАЗАХСТАН**

В эпоху глобализации развитие стран с малой открытой экономикой во многом зависит от интенсивности использования разнообразных форм международных экономических отношений, среди которых особую роль играет конкурентоспособность каждой страны. На современном этапе развития проблема конкурентоспособности занимает центральное место в экономической политике государства. Создание конкурентных преимуществ перед соперником становится стратегическим направлением деятельности государства и его органов и касается всех уровней иерархии: продукции (товаров и услуг), предприятий, отраслей, регионов и страны в целом, но особую важность приобретает именно конкурентоспособность страны.

Конкурентоспособность региона отражает уровень эффективности управления его экономикой. Последнее является одним из факторов, регулирующих экономику региона, который является движущей силой развития конкретного региона и регионального сообщества в целом. Поэтому в качестве критерия оценки конкурентоспособности региона целесообразно выбрать темпы развития регионов Казахстана, которые имеют асимметричный характер.

Региональные асимметрии – это пробелы (отклонения), которые являются стабильными во времени и пространстве в условиях и результатах регионального развития относительно законодательно или нормативно установленной системы стандартов и уровня их экономического развития, снижение которых обеспечивает выравнивание условий для более полной реализации конституционных прав граждан на удовлетворение социальных потребностей и, в конечном итоге, способствует развитию страны в целом.

Регионы размещения производства – это регионы с низким или средним уровнем дохода. Производительность в этих регионах достигается за счет низких затрат.

Их привлекательность заключается в отсутствии негативных аспектов урбанизации. Факторы, определяющие их конкурентоспособность, заключаются в базовой инфраструктуре и доступности: дешевизна местоположения, отсутствие заторов, доступное жилье и наличие дешевых людских ресурсов.

Регионами повышения прибыльности являются регионы с высокими темпами роста, со средней плотностью населения и четкой экономической структурой (динамично развивающиеся регионы). В этих регионах выгоды от концентрации ресурсов возникают только в определенных секторах, которые являются важными источниками дохода.

Руководство, прежде всего, должно обеспечить сохранение экосистемы, ресурсосберегающее воспроизведение всех ее компонентов. В этом случае регион становится объектом экономико-правового регулирования. Экономическое и правовое регулирование процессов управления, соблюдение международных и государственных норм, регулирующих различные процессы во всех сферах экономики региона, снижение субъективности в управлении должно обеспечить легитимность управления экономикой территории. Одной из основных целей управления должно быть гармоничное развитие общества, раскрытие и реализация его потенциальных возможностей, повышение благосостояния населения и качества жизни в регионе.

**Ключевые слова:** конкурентоспособность, регион, трансформация, экономика, государство.

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