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отдельных регионов, социальным потрясениям в обществе. Именно потому, что безработица является серьезной социально-политической проблемой, занятость должна находиться в центре внимания общества и государства, проводимой им социально-экономической политики.

Ключевые слова: занятость в сельском населении, проблемы повышения занятости, определения условий труда, реализация программы, жизненный уровень человека.

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**ANALYSIS OF PRODUCTION DIVERSIFICATION FEATURES
OF INDUSTRIAL ENTERPRISES OF THE REPUBLIC OF KAZAKHSTAN
AND FOREIGN COUNTRIES**

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Annotation. In this article, in the example of foreign experience, the objectivity of diversification at industrial enterprises, as a necessary condition for ensuring their competitiveness at the present stage is shown. The foreign experience of realizing the diversification of industrial enterprises has been studied, which made it possible to identify trends and reasons for resorting to diversification in various countries, and the conditions for its application in the Kazakh economy have been determined.

Practically only at the national level, we can talk about the formation of real support for the diversification of production in industrial enterprises. Republican regulation of production diversification, which is a form of implementation of the industrial policy of the territory, is a set of economic forms and methods of influence of regional authorities on certain types of activities.

Key words: diversification, industry, management structure, diversified company, foreign experience.

Introduction. Diversification of Kazakhstan's economy has remained a top priority for the country's development over the past 25 years. In world practice, the term was first used in the mid-50s of the XX century and denoted a new phenomenon in the economy of developed countries associated with the structural restructuring of economic systems, namely the simultaneous development of many unrelated types of production, the expansion of the range of products and services produced [1]. To date, there is no comprehensive understanding of the essence of production diversification, and existing methods for developing and justifying diversification projects do not provide sufficiently accurate information for making long-term decisions. This makes it necessary to improve them. Practice shows that at the moment there are no actually used in practice domestic methods for evaluating the effectiveness of diversification projects, adapted foreign analogues do not always correspond to the specifics of the activities of domestic enterprises.

Research Methods. The study was carried out collecting and analysing information on the research topic, the study of diversification in the world, the results of which conclusions were drawn and presented some statements of Advisory character.

The main research method was the analysis of data on methods of diversification based on official statistical materials, as well as benchmarking by country. The study used data from scientific and educational literature, statistical information, publications in the open press and on the Internet of leading international organizations on diversification.

In Kazakhstan, the term has been widely used since 2002, when the first Law "On innovation" was adopted, which, in turn, was transformed into the State program of industrial and innovative development of the Republic of Kazakhstan for 2015-2019 (SPHD), which was adopted in 2014 [2].

The state program of industrial-innovative development of Kazakhstan was developed in accordance with the long-term priorities of Strategy "Kazakhstan-2050", the implementation of key direction «Accelerating economic diversification» of the strategic development plan of Kazakhstan till 2020 [3].

As a rule, there are two types of diversification policies depending on the stages of development: active state regulation or liberalization. In particular, in China, at the first stage, industrialization was actually carried out in an authoritarian regime. Since 1978, the regime was liberalized, economic management was decentralized, the state planning system was weakened, and foreign investment was attracted.

Priority industries were granted tax and other benefits. In Japan, the first priority industries were metallurgy and coal industry, in the late 1950s-the automobile industry [4].

Depending on the goals and objectives, there are four main types of strategies that have been identified by authors such as Ansoff H. Igor and others [2]:

1. The strategy of integrated growth, which involves strengthening positions in the market, the development of products (goods, services).
2. The strategy of integrated growth, due to the development of reverse and ongoing vertical integration.
3. Diversification strategy through the development of centered and horizontal diversification.
4. Reduction strategy by eliminating, reducing production or reducing costs.



			Level IV
	LEVEL II	LEVEL III	LINEAR
LEVEL I	OF BUSINESS	FUNCTIONAL	
corporate			

Picture 1 – Levels of strategy in the organization

Note: Compiled By The Author

In almost all countries in the diversification of the structure of the economy the government's chosen priority sectors, which was directed investments. In China, at the initial stage of reforms, agriculture, food processing and other industries that produce consumer goods were recognized as priority industries, and later – mechanical engineering, construction materials, automotive and chemical industries. In the second half of the 1990s, the production of microchips, personal computers, telecommunications components and the development of new materials became priority industries.

In India, the first five-year plan (1951-1956) identified agriculture, energy and transport as priority sectors, i.e. infrastructure for future industrial development. In accordance with the second five-year plan (1956-1961), heavy industry was identified as priority areas. In 1960-1970, the policy of import substitution and nationalization of strategic industries (energy, banks, insurance) was carried out. In 1991 the government adopted a program of structural transformation of the economy (new industrial policy), which included the liberalization of foreign trade and capital markets. The priority was to attract foreign direct investment in the industrial infrastructure (energy, communications, ports), mechanical engineering of all types, the chemical industry and pharmaceuticals. The development of industries related to agriculture was stimulated.

In South Korea, as part of the five-year plans, the government specified which areas of the economy would be open and which would be closed to large enterprises and foreign capital [5].

China has adopted a three-phase plan for the period up to the middle of the XXI century, providing the first stage (before 1990) a doubling of the gross output of industry and agriculture providing the population with food and clothing (done); at the second stage (1991-2000) – a tripling of the gross national product that, according to calculations, should establish a society "middle class" (almost completed); the third stage (2050) – reaching the level of moderately developed countries in terms of GDP per capita and mainly the completion of the comprehensive modernization of the national economy.

Since 1980, the South Korean government has significantly liberalized the rules for foreign direct investment. In particular, the restriction on the share of foreign capital in a joint venture was lifted [6].

In India, a restriction on foreign investment was introduced – 40% of the company's capital, which is still in effect. Exceptions are made for industries that are a priority in terms of attracting new technologies.

In the early 1980s, Ireland was not among the industrialized countries of Western Europe, but rather developed the agro-industrial complex. The level of GDP per capita was 60% of the average level of the EU countries, exports – \$ 10.5 billion (50% of GDP), inflation was high – 11%. In the late 1990s, exports reached \$ 81.2 billion (79% of GDP), GDP per capita-90% of the average level of the EU countries, and inflation decreased. The average real GDP growth rate was 8% during 2003-2010. The high-tech sector now accounts for 1/3 of the country's total exports [7].

Ireland has provided significant tax benefits to foreign businesses. The experience of Ireland provides a vivid example of how the country has fundamentally changed the structure of the economy in a very short time, becoming an exporter of high-tech products and services. However, it is quite difficult to directly use this experience in Kazakhstan: the scale of countries is not comparable, and the small size of the Irish economy allows for strict control over spending within the framework of state subsidies. In addition, Ireland had to sharply increase its public debt, which exceeded 110% of GDP, which is unacceptable for Kazakhstan.

An interesting example of the European type is the diversification carried out in Finland. In four decades, the country has gone from an economy based on forest-related industries to an economy where electronics and forestry are equally important for production and export. One of the features of diversification is the presence of significant domestic demand for high-tech products. Finnish consumers and companies actively introduced technical innovations. The density of the mobile network in Finland is the highest in the world. It ranks first in the world in terms of the number of Internet users. Since the 1990s, special emphasis has been placed on innovation, setting national priorities while allocating limited scientific and technical resources. At the same time, it was emphasized that the market itself should determine the winners. Trilateral cooperation between state universities, private companies, and state research institutes has been and remains an important factor in the development of technology. The share of R & d in GDP increased from 1.2% in 1982 to 5.6% in 2011. In Finland, 2/3 of R & d is funded by enterprises and a small proportion is directed to military research [8].

Results and Discussion. As we can see, the experience of Finland proves the possibility of successfully solving the problem of diversifying the structure of the economy under certain conditions. At the present stage, Kazakhstan's active integration into the world economic space increases the importance of the knowledge-intensive sector of the economy. In this regard, as the main priority of economic policy at the new stage of development of Kazakhstan, the state has chosen the path of industrialization of the economy and high-tech innovations, the goal of which is to achieve sustainable development of the country by diversifying the economy away from the raw material



direction of development and preparing the transition to a service-technology economy. To this end, the strategy of industrial and innovative development of Kazakhstan for 2003-2015 was adopted in mid-2003, and similar programs were developed in the country's regions. Diversification of production, like any other planned economic process, has its own system of goals and objectives. In modern conditions of development of market relations, all these groups of goals are subordinated to the strategic economic goal of the state – achieving sustainable development of the country, entering the country among the 50 most competitive countries in the world by diversifying economic sectors and moving away from the raw material orientation of development. For industrial enterprises, diversification is a complex management task, since it is possible to assess the consequences of decisions made only in the long term [9].

Only an adequate application of state intervention mechanisms can diversify the economy without disrupting the competitive environment by accelerating the development of non-commodity sectors. Recently, a significant number of software products have appeared that allow you to build models and perform simulation calculations. Among the popular specialized packages are such as Crystal Ball PRO by Decisioneering (www.decisioneering.com). Analytica by Lumina Inc. (www.lumina.com). Stella the firm's High-Performance System Inc. (www.hps-inc.com). More or less easily, such calculations can be implemented by universal programs, such as Math-Lab by Math Works Inc. (www.mathlab.com). MathCAD of MathSoft Inc the company. (www.v.mathsoft.com). and also using spreadsheets. It is very important to observe the principle of integrated data processing, which is implemented by creating a data Bank in the system that allows you to enter, update, store and search information. The creation of the Republican information support system is the creation of a website in the online Internet system.

Only the development of production diversification focused on the domestic market can reduce the dependence of the Kazakh economy and budget on the global environment. In the production sector, enterprises gain control over product sales channels and sources of raw materials, invest in the advertising business, work in the financial market, and so on [10].

To reveal the essence of the concept of "diversification", it is necessary to distinguish between the diversification of an enterprise's activities and the diversification of production. Diversification of an enterprise's activities may or may not include diversification of production. Having analyzed the concepts of diversification, we can offer the following definition of diversification as "the process of production or expansion of the range of products, both using the existing market potential, and with the development of new markets, aimed at developing new types and areas of activity under the influence of internal and external factors". The essence of the production diversification strategy is to ensure the strategic stability of the company's activities and reduce its dependence on changing external conditions.

World experience shows that in all countries (including France, Germany, South Korea, and Japan), the recipients of industrial criticism were companies rather than industries. For example, in France, in each industry, one or two large companies were created, which were supposed to unite small businesses around themselves and compete with foreign firms in world markets. The modern industrial policy of economically developed countries is characterized by the absence of strict industry priorities, which is primarily the result of a highly diversified business structure. It is here that the resources of national development are increasingly concentrated: professional personnel, managerial competence, advanced technologies and financial resources.

Considering the specifics of the development of diversification processes in different countries, we can conclude that Kazakhstan, with its dominance of large companies in the economy and diverse and few breakthrough projects in different industries, needs to productively use the experience of developing countries [11].

The management company of development institutes is Samruk Kazyna JSC, as well as Investment Fund of Kazakhstan JSC, national innovation Fund JSC, State insurance Corporation for credit and investment insurance JSC, small business development Fund JSC, center for marketing and analytical research JSC, Kazakhstan investment promotion center LLP. The industry of certain regions has its own specialization, for example, the East Kazakhstan region is an industrial region, so industrial enterprises, also due to the lack of a unified concept of diversification, will mainly use the experience of diversifying enterprises of the regional industry market that are similar in structure and purpose. Studying the potential of the region will allow developing a business portfolio of the industrial complex. Using information about the needs of business structures in the region, it is necessary, first of all, to identify opportunities and, thus, to make better use of the existing potential, as well as potential areas of diversification [12].

The principles of managing the processes of diversification and moving away from raw materials should be based on a combination of market and state regulation methods. At the initial stage of development of the process of economic diversification, appropriate state support is needed for industrial enterprises, since economic diversification begins, first of all, with the diversification of an individual private enterprise. Only an adequate application of state intervention mechanisms can diversify the economy without disrupting the competitive environment by accelerating the development of non-commodity sectors.

Conclusion. Foreign models of diversification are adapted mainly to the evolutionary nature of the development of the internal and external environment of the organization, so the factors of choosing the direction of diversification in Kazakhstan conditions differ significantly. Thus, the methodological basis for diversification in Kazakhstan is poorly developed, so industrial enterprises diversify their activities empirically, without relying on the scientific base, which significantly reduces the effectiveness of their projects.

State support for diversification processes consists in the formation, development, and implementation of solutions and is possible only by attracting financial resources. Given that the structure of local budgets does not include funds for these programs, the way out of this situation may be to use the potential of the domestic credit system, namely, second-tier banks and non-Bank credit organizations. It is also possible to attract investment in the manufac-



turing sector by creating a conglomerate and implementing joint investment projects through the formation of financial and industrial groups. However, using the experience of other countries to diversify production is quite acceptable in a number of areas, but taking into account the peculiarities of the Kazakh economy.

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ҚАЗАҚСТАН РЕСПУБЛИКАСЫНЫҢ ЖӘНЕ ШЕТ ЕЛДЕРДІҢ ӨНЕРКӘСІПТІК КӘСІПОРЫНДАРЫ ӨНДІРІСІН ӨРТАРАПТАНДЫРУ ЕРЕКШЕЛІКТЕРІН ТАЛДАУ

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Түйін. Мақалада шетелдік тәжірибе мысалында өнеркәсіптік өндіріс мекемелерінің нарықтық ортадағы бәсекеге қабілеттіліктерін арттырудың негізі ретінде әртараптандыруды жүргізудің қажеттілігі мен тиімділігі көрсетілген. Әртараптандыруды жүргізу мүмкіндіктері, тетіктері жан-жақты сипатталған, шетелдік кәсіпорындардың озық тәжірибелерін қазақстандық экономикаға бейімдеу жолдары сараланған.

Қазақстанға әлемнің түкпір-түкпірінен компанияларды нақты секторға танымал брендтерді тартудың, экономикалық иықпалды емес секторына белгілі трансұлттық және ірі шетелдік компанияларды тарту үшін жағдайлар жасаудың және елдің 5-7 ірі экономикалық орталықтарын ілгерілету мүмкіндігін қараудың қажеті жоқ. Іс жүзінде тек ұлттық деңгейде ғана өнеркәсіптік кәсіпорындарда өндірісті әртараптандыруға нақты қолдау қалыптастыру туралы айтуға болады. Аумақтың өнеркәсіптік саясатын іске асыру нысаны болып табылатын өндірісті әртараптандыруды республикалық реттеу-бүл аймақтық органдардың жекелеген қызмет түрлеріне әсер етуінің экономикалық нысандары мен әдістерінің жанытығы.

Түйін сөздер: әртараптандыру, өнеркәсіп, басқару құрылымы, әртараптанған компания, шетелдік тәжірибе.

АНАЛИЗ ОСОБЕННОСТИ ДИВЕРСИФИКАЦИИ ПРОИЗВОДСТВА ПРОМЫШЛЕННЫХ ПРЕДПРИЯТИЙ РЕСПУБЛИКИ КАЗАХСТАН И ЗАРУБЕЖНЫХ СТРАН

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Резюме. Исследован зарубежный опыт диверсификации промышленных предприятий, позволяющий выявить тенденции и причины обращения к диверсификации в различных странах. Определены условия ее применения в казахстанской экономике.