

ANALYSIS OF THE STRATEGIC POSITION OF AM LLC AND PROSPECTS OF DEVELOPMENT OF THE ENTERPRISE

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Abstract: *the article compares LLC "AM" with competitors, analyzes the internal and external factors of the organization. The main minuses and pluses, as well as areas in which the company needs to improve, are identified. The organization was found to have high potential. The result of this study should be an increase in customer loyalty, which in turn will lead to an increase in the company's profits. The basic strategic direction is work with clients.*

Keywords: *synergy effect, high technology industries, competitiveness, corporate governance, optimization.*

АНАЛИЗ СТРАТЕГИЧЕСКОГО ПОЛОЖЕНИЯ ООО «АМ» И ПЕРСПЕКТИВЫ РАЗВИТИЯ ПРЕДПРИЯТИЯ

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Аннотация: *в статье дается сравнение ООО «АМ» с конкурентами, анализируются внутренние и внешние факторы организации. Определены основные минусы и плюсы, а также направления, в которых компании необходимо улучшаться. Было выявлено, что организация обладает высоким потенциалом. Результатом данного исследования должен стать рост показателя лояльности клиентов, что в свою очередь приведет к росту прибыли компании. Базовым стратегическим направлением является работа с клиентами.*

Ключевые слова: *синергетический эффект, наукоемкие производства, конкурентоспособность, корпоративное управление, оптимизация.*

In the current situation, the Mercedes brand has a winning position by continuing to bring to the market great cars that are in demand in their segment and in crisis conditions.

However, the rise in prices cannot but affect the behavior of consumers even with a relatively high demand for Mercedes cars. Inevitably, the demands of customers to the level of service are increasing. The presence of several dealer centers allows the buyer to choose in which of the salons to purchase their preferred car and where to carry out its further maintenance. In this regard, the level of customer service, which, in turn, forms the level of loyalty not to the brand, but to a particular salon, is becoming increasingly important.

Mercedes has a balanced model line, bestsellers are equally popular. All this keeps a high level of brand loyalty, prompting dealerships to fight for the client among themselves.

"AM" tries to be as flexible as possible in relation to customers, and offers a full range of services that help make buying a car in the Center more profitable and convenient. For example, it is actively offered to purchase a car on lease. If earlier this program could only be used by legal entities, today it is also available for individuals. Clients are actively offered a buyback option with a guaranteed residual value. The service station operates around the clock and there is no serious decline in client activity.

AM, like the manufacturing company, has always prioritized the development of long-term loyal relationships with customers. LLC works every day to ensure that the operation of the car for the client brings exceptionally positive emotions. For more than 130 years, Mercedes has been developing and implementing procedures for interacting with customers in such a way that they remain highly satisfied with the quality of the services provided. Therefore, LLC does not change its strategy based on the economic situation on the market, but strives to always keep the bar at a high level.

In the future, customers of the Mercedes brand will face a significant renewal and expansion of the model range, the use of innovative technologies that make the operation of serial models more comfortable, economical and safe, and the introduction of new services.

Regardless of the economic situation, the period of ups and downs, the LLC tries to conduct a well-thought-out financial and investment policy. And also pay utmost attention to the growth and retention of the client base through high-quality service, i.e. be extremely customer oriented.

It is difficult to single out the competitive advantage of an LLC, since its activities are limited by strict requirements of standards. The main task facing the company is to do it better than others. The automotive business is heavily influenced by the human factor. To increase competitiveness, it is necessary to focus on quality indicators. This can only be achieved through highly qualified personnel and well-organized processes. The analysis of factors was carried out by the author together with the management of the LLC, representatives of the importer company

based on statistical data on the LLC and competitors. In addition to the author, 7 people took part in the analysis. Were collegially exposed to the joint assessment of the factors and assigned weights (Table 1).

According to the results of the analysis, LLC shares the first place among the closest competitors. However, this analysis made it possible to clearly identify strengths and weaknesses, which should subsequently become the basis for developing a strategy. For the near future, this should be a strategic benchmark in the development of the company. In the eyes of customers, you need to become number one in these areas.

In order to consider the development paths in more detail, we will use the SWOT analysis. To do this, the management of the LLC was assembled and the main opportunities and threats in the market were identified and the main strengths and weaknesses of AM were identified (Table 2).

Table 1. Comparison with competitors.

Key Factors	LLC	«A»	«B»	«C»	«D»
(success, strength score)	8	4	8	6	5
Repair quality (0.2)	9	4	10	10	8
Reputation / image (0.15)	8	9	6	9	9
Production (0.05)	5	7	7	4	7
Pricing policy (0.1)	7	9	6	7	8
Location (0.1)	8	7	9	8	4
Marketing/advertising (0.05)	6	9	8	8	6
Financial position (0.05)	8	6	4	10	9
Comfort (0.1)	6	4	5	6	6
Quality of service (0.2)	7,25	5,65	6,95	7,25	6,75

Table 2. SWOT analysis "AM".

Internal factors	External factors
Strengths: 1. Production capability 2. Location 3. Financial opportunities	Possibilities: 1 Large potential customer base due to the total population and standard of living in the region. 2 A large number of potential employees in the labor market 3 Declining average wages in the labor market
Weak sides: 1. Insufficient quality of repair 2. Insufficient high quality of service 3. Comfort in the client area does not meet the required level 4. Lack of systematic work with customer loyalty	Threats: 1 General decrease in the purchasing power of customers due to the depreciation of the ruble 2 External economic threats 3 Low qualification of personnel in the labor market 4. Increasing customer turnover

The "Total" columns show the sum of scores for the rows of the matrix, the column "Total" - the total sum for the rows of the matrix. The line "Total" shows the sum of the columns of the matrix. The analysis of factors was carried out by the author directly with the management of the LLC and the representative of the importer (Table 3).

The final evaluation of the matrix is negative. Based on the analysis, it is necessary to develop strategic directions in order to use the market opportunities and strengths of the company, as well as to take a number of measures to reduce the impact of market threats and neutralize its weaknesses.

Table 3. Quantification of factors.

External environment	Internal environment									Total
	Weak sides					Strengths				
	Repair quality	Service quality maintenance	Comfort	Lack of systematic work with customer loyalty	TOTAL	Production Capabilities	Location	Financial opportunities	TOTAL	
Possibilities										
Large potential customer base in the region	- 3	- 3	- 1	- 2	- 9	3	2	2	7	- 2
A large number of potential employees in the labor market	- 1	- 1	0	0	- 2	3	1	3	7	5

Decrease in the average level of wages in the labor market	0	0	0	0	0	2	0	3	5	5
Threats										
Decreased purchasing power of customers	- 2	- 3	- 1	- 3	- 9	0	1	2	3	- 6
Foreign economic threats	- 2	- 1	0	0	- 3	0	0	1	1	- 2
Low qualification of personnel in the labor market	- 2	- 2	0	- 1	- 5	1	0	3	4	- 1
Increasing customer turnover	- 2	- 2	- 2	- 3	- 9	0	0	0	0	- 9
Total	- 12	- 12	- 4	- 9	- 37	9	4	14	27	- 10

The company can offer customers same-day service and repairs. But in order to start loading production capacities, we need to solve the problem with the quality of repairs and the quality of service. Otherwise, we risk leaving a negative experience for the client, which will undermine the company's reputation. The solution to the problem of the quality of service and repair is in the plane of the correct organization of processes and the availability of qualified personnel.

A large number of employees in the labor market is a good opportunity for the company. It is possible to understaff and replace staff within the organization. There are production capacities and financing.

A decrease in the average level of wages in the labor market will have a positive effect on the company, since, given its financial capabilities, it can motivate employees even more. Thus, to keep the existing ones and poach professionals from other companies.

Decreased purchasing power of customers. This is a serious threat, as customers have begun to pay more attention to the price and quality of the services offered. In order to reduce the influence of our weak sides, it is necessary to raise the quality of repair and maintenance. Given the good financial capabilities of the company, it is possible to launch several loyalty programs for customers of the post-warranty period.

Foreign economic sanctions may adversely affect the purchase of spare parts and equipment, and there may be interruptions in supplies. In order to minimize the influence of this factor, it is necessary to optimize and increase the stock of spare parts and already now it is necessary to purchase equipment for the future. It is possible for us to do this, as the company has good financing.

The low qualification of personnel in the labor market will negatively affect the increase in personnel to complete production capacities. We can compensate for this impact by launching a program for the selection, training and advanced training of personnel.

It should be noted that the intensification of work with customer loyalty and, as a result, a decrease in their turnover can change the negative overall rating of “-10” to a positive “+5”

After conducting a SWOT analysis, we were able to identify the main minuses and pluses, and most importantly, the areas in which we need to improve. The organization was found to have high potential. The most important thing for us is getting feedback from our customers and employees. Only thanks to this information and its correct analysis, we will be able to develop further, constantly improving in all directions. The result of this improvement should be an increase in customer loyalty, which in turn will lead to an increase in the company's profits. The basic strategic direction is work with the client.

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