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### **International market entry strategy industrial enterprises in the context of the globalization of the economy**

#### **Abstract**

**Object:** The purpose is to develop methodological foundations for the formation of strategies for entering the international market in the context of analyzing the motives, factors, and barriers that affect the foreign economic activity of Kazakhstani industrial enterprises to ensure competitiveness in the face of increased competition.

**Methods:** General scientific methods, the method of literature review and monographic, analysis of statistical indicators, absolute and relative values.

**Results:** The role of the exit strategy of industrial enterprises was determined in the framework of the analysis of the main approaches to the entry of enterprises into the international market, taking into account the competitive advantages of engineering enterprises; the analysis of the state and development of export potential, investment and innovation activity of domestic industrial enterprises of mechanical engineering was carried out. Internal and external factors and motives that encourage the development of a strategy for entering the foreign market of enterprises in the engineering industry, as well as determinants of their entry into the international market, were identified. Methodological approaches were developed to improve targeted strategies for entering the international market of enterprises of the machine-building industry of Kazakhstan.

**Conclusions:** We conclude that industrial enterprises are based on developing their own strategy for entering the international market, justifying the assessment of their own strategic potential based on an analysis of motives, internal and external factors and barriers that affect the foreign economic activity in engineering enterprises Kazakhstan.

**Keywords:** industrial enterprises, exit strategy, world market, internationalization and externalization, globalization.

#### **Introduction**

The globalization of the world economy is observed in the expansion of the geography of foreign economic activity of industrial enterprises of Kazakhstan. Development of innovations, new technologies, intellectual capital, and investments in the foreign economic activity of domestic industrial enterprises. Increasing the effectiveness of economic activity in the foreign market and competitive positions in the foreign market.

The expansion of business activity of domestic engineering enterprises at the international level is associated with the complexity of the technological process in this industry. The production of complex machines of great importance has an impact on the participation and costs of its qualitative diversification. For example, the creation of one job in mechanical engineering automatically creates jobs in five adjacent structures. In connection with this, mechanical engineering was identified as a priority direction for the development of the industry in Kazakhstan (Strategy 2050, 2020). Therefore, the study of the competitive development strategy of domestic industrial enterprises at the level of international business is an important factor in sustainable development in modern conditions.

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The new challenges of the world economy for the industrial production of Kazakhstan have revealed problems associated with insufficient investment, a decrease in the level of profitability of production and a shortage of qualified personnel. A strategic vision in solving the problems of mechanical engineering enterprises is possible based on the application and technical re-equipment of the production process based on its use and the introduction of digital technologies, which is their economic benefit in the world market. Of great importance is the role of state support, which is associated with the regulation of production processes and the financial turnover of engineering enterprises.

Industrial enterprises of the machine-building industry of Kazakhstan are large business entities that ensure a continuous and high-quality production process and are aimed at updating the structure of the main and reverse sides of another economy. At the same time, the indicators of the country's economy also depend on the broad development and reliable management of the engineering industry in the foreign market. Therefore, the determination of statistical results based on the methods of internationalization and externalization of domestic producers allows for obtaining competitive advantages in the context of the globalization of the economy.

### *Literature review*

The open industrial policy and investment climate of Kazakhstan create favorable conditions for foreign industrial enterprises to expand their business activities. However, the activities of domestic industrial enterprises in the international market are developing in other conditions, where sufficiently developed competition based on the production potentials of foreign companies does not allow for determining the positions of domestic enterprises at a sufficient level. In 2020, despite the tough measures associated with the COVID-19 pandemic, the foreign trade turnover indicator is characterized by positive dynamics. The indicator of exports from Kazakhstan in 2021 increased by 26.9% and in monetary terms amounted to 60.3 billion dollars, while imports increased in 2021 by 5.8% and amounted to 41.9 billion dollars. There is an increase in exports and imports. The volume of exports from Kazakhstan exceeded the volume of imports by \$7,443,919.7 million. The volume of exports of products of engineering enterprises in 2021 amounted to 513,359.2 thousand dollars, a change compared to 2019 occurred by 94.4% (exports of products in 2019 amounted to 527,179.5 thousand dollars), in general, decreased by - 2.6%. The structure of exports of the main types of science-intensive products is represented by the production of machinery, equipment and mechanisms, electrical equipment, etc. The total volume of imports in 2021 increased by 3.7% or by 1,397,488.1 thousand US dollars. The greatest growth was demonstrated by machinery and equipment, electrical equipment, and their parts (Kekchebaev, Zhakupova, & Suleimenov, 2021). Therefore, domestic industrial enterprises should choose the most effective strategies for entering foreign markets, considering the organizational and economic characteristics of their activities, types and range of products and services (Pushkareva, Zakharov, & Klimenko, 2020).

Modern models of entering the international market are characterized, first, by the definition of internal and external factors (Krayushkina & Kuskov, 2021) the content of which affects the foreign economic activity of industrial enterprises. According to S. Hollensen, there are two reasons for entering the international market: proactive, that is, focused on the application of unique competencies, such as specific technological experience, and reactive focused on the use of general competencies (as a reaction to pressure in the domestic market) (Hollensen, 2004). At the same time, attention should be focused on the influence of motives, factors, and barriers on the foreign economic activity of enterprises, which will allow companies to determine the optimal strategy for entering the international market.

Several scientific results revealed that the majority of domestic industrial enterprises are of particular interest in the international market in the transfer of industrial technologies and innovations (Drogovoz & Paskhina, 2011), the use of R&D results to increase production potential to ensure the optimal choice of effective strategies for entering the world market (Drogovoz & Yusufova, 2017).

Most scientists determine the rationality of developing a strategy for industrial enterprises to enter the foreign market and consider the problem of reducing the level of obstacles and barriers (Nalbandyan, 2022). At the same time, world practice testifies to the use of integration (Pospelov et al., 2018) and export strategies for entering international business (Brouthers, Brouthers, & Werner, 2008; Dubrov, 2020) in the foreign economic activity of domestic industrial enterprises to adapt the business activity of large business entities in various market situations on a global scale. Considering the current context of economic dynamics and technological prospects, questions arise that, on the one hand, are purely theoretical, and on the other hand, have significant applied significance, which is included in the category of innovations, to what extent innovations

are related to high-tech products and what characteristics they should have to make a company competitive in an already mature market (Zhud, 2017).

According to P. Dixon, in shaping the choice of a company's strategy for the international market, the motive is strategic innovations and international strategic marketing tools (Dixon, 1998), which is expressed in the expansion of the market geography and product-market determinism from the position of domestic enterprises in the world market.

### **Methods**

To achieve the main goal and solve the problems posed in the framework of this article, the authors structured an algorithm for using research methods.

The initial stage of the study was aimed at obtaining qualitative information about theoretical approaches to the strategy for entering the international market for enterprises and based on the use of the literary review method and the monographic method of scientific publications, identified possible ways to enter the foreign market of industrial enterprises - internationalization and externalization.

In a comparative aspect, the main issues related to internal and external factors that stimulate entry into the market, as well as barriers preventing the entry of domestic industrial enterprises into the international market, despite the created conditions for the availability and openness of the world market for goods and services, were considered.

Analysis results of statistical data from reliable sources on exports and imports of products a study of the relationship between the use of innovative technologies and investment in the industry were presented. The source of information was statistical data on world trade trends prepared by WTO experts over the past three years, including the activities of industrial enterprises in the context of the COVID-19 pandemic.

The next stage of qualitative research was the study of the issues of modeling innovation processes, technology transfer and investment development in the context of the EAEU countries, which made it possible to determine the share of high-tech products in Kazakhstan in the total share of GDP in the economies of the EAEU countries.

A promising research method was the development of a model for entering the foreign market of domestic industrial enterprises in the context of ensuring the competitiveness of the country's economy.

### **Results**

Modern economic theory has studied the models of enterprises entering international business, the economic essence, which is determined by the level of internationalization of enterprises expressed in the motivation of market entities to make strategic decisions about further development and growth opportunities in international markets. The views of scientists agreed that the level of internationalization of enterprises is not a quantitative indicator, and there are no methods for measuring it, but there are models of behavior of enterprises that describe the step-by-step process of internationalization of enterprises, which makes it possible to compare its levels and use them as an assessment tool.

A specific feature of engineering enterprises in Kazakhstan is the production of science-intensive and high-tech products: machinery, equipment and mechanisms, instruments, and electrical equipment for other sectors of the economy. Consequently, the volume of domestic production of the machine-building industry of Kazakhstan in 2020 amounted to 1.2 trillion tenge, having increased by 32.7% compared to 2019. However, in the structure of engineering products, there was a decrease in the production of equipment for mining engineering, which amounted to 11%. An important indicator of the development of this industry is investment and innovation. The volume of investments in fixed capital of the machine-building industry in 2020 amounted to 41.8 billion tenge, which is 46% higher than in the same period in 2019 (28.6 billion tenge).

The machine-building industry is represented by large business entities, and the features of their development are characterized by the fact that enterprises:

- gives a significant impetus to the development of advanced technologies;
- in terms of the number of employees and the value of manufactured products, mechanical engineering occupies a leading place among other sectors of the world industry: it accounts for about 28% of the value of world production and about 30% of those employed in industry;
- mechanical engineering is characterized by large enterprises (1100 people on average compared to 820 in industry as a whole);
- the level of development of mechanical engineering depends on the material intensity, energy intensity of the gross domestic product (GDP), industrial safety and the defense capability of the state (in developed countries, mechanical engineering is 25–35% of GDP) (Shumeiko, Kasenov, & Abishev, 2019).

The practical significance of the model for entering the international market for enterprises is characterized by the fact that, after successfully mastering the segments of the domestic market, enterprises develop a strategy for expanding their market share through foreign economic activity.

The effectiveness of foreign economic activity of domestic industrial enterprises of mechanical engineering is determined by the results of participation in international trade. The introduction of restrictions on international trade caused by the COVID-19 pandemic had a strong impact on the Balance of Payments balance and on an annualized basis in 2020 led to an 8% reduction in trade in goods and a reduction in trade in commercial services by 21% in the global market. At the same time, in 2020, global exports of manufactured goods decreased by 5.2%, while total exports of goods decreased by 7.7% overall. Such a drop is observed precisely with the introduction of new working conditions at industrial enterprises, including in the machine-building industry. International economic relations of large business entities are aimed not only at the implementation of the results of the production process in the form of finished products on the market, but also at the transfer of services in the field of innovations, technologies, R&D results and investments, qualitative characteristics, which are collectively reflected in export and import.

Table 1. Macroeconomic indicators of the economy of Kazakhstan for 2019–2021

Indicators	2019	2020	2021	Changing indicators			
				2020–2019		2021–2020	
				Absolute growth	Growth rate %	Absolute growth	Growth rate %
GDP, in billion tenge	68 639,4	69 134,1	73 237, 2	6 819,9	2,4	1494,7	2,3
Export volume in billion tenge	61111,2	52390,1	46 949,7	-8 721,1	-14,3	-5 440,4	-10,3
Import volume in billion tenge	138642,3	139748,9	143627,2	116,6	1,01	3878,3	1,03
Trade balance in billion tenge	27454,5	18099,7	9 225,7	-9353,0	-34,1	-8 874,1	-49,0

Note – Compiled by authors on the basis of (*Economy of Kazakhstan 2020*)

An analysis of statistical data (Table 1) revealed that Kazakhstan's GDP tends to grow and increased by 3.8% in 2021, after falling by 2.6% in 2020. Statistics on indicators of Kazakhstan's exports, as well as imports in the period under review, have an unstable trend. As a result, Kazakhstan's trade balance decreased from \$27,454.5 million in 2019 to \$9,225.7 million in 2021. The share in the total volume of exports of products of the engineering industry in 2021 amounted to 2.2% and increased by 0.3 % compared to 2019.

The success of the implementation of a particular strategy for industrial enterprises to enter the international market depends on factors that increase or decrease their business activity in foreign economic activity (Figure 1). In terms of their structure and content, internal factors are more significant in the external market since they consider the specifics and assessment of the potential of the activity of engineering enterprises. External factors affect the degree of penetration of business activity of industrial enterprises into the foreign market and determine the level of creation of favorable conditions in international markets. Favorable conditions are associated with the level of development of the country's economy, innovation potential and R&D, technology transfer, competition in the market, the culture of potential consumers and the degree of demand for high technology products, international legislation, external market infrastructure, environmental situation and possible risks and methods of their management.

The study results confirm the following that the exit strategy of engineering enterprises is determined primarily by institutional, sectoral, and internal factors, namely the level of state support and infrastructure for the development of the engineering industry, which affect the type of strategy for entering foreign markets.

State support was provided as part of the program for the industrialization of the engineering industry, which implemented 114 investment and innovation projects worth 276 billion tenge and created about 11 thousand jobs. As a result of these projects, new types of engineering products appeared: locomotives, transformers, communication equipment, optical devices, production of electronic parts, production of electric lighting equipment. The automotive industry and railway engineering have been actively developed, the branches of agricultural, electrical engineering, mining and oil and gas engineering have been significantly updated and strengthened.

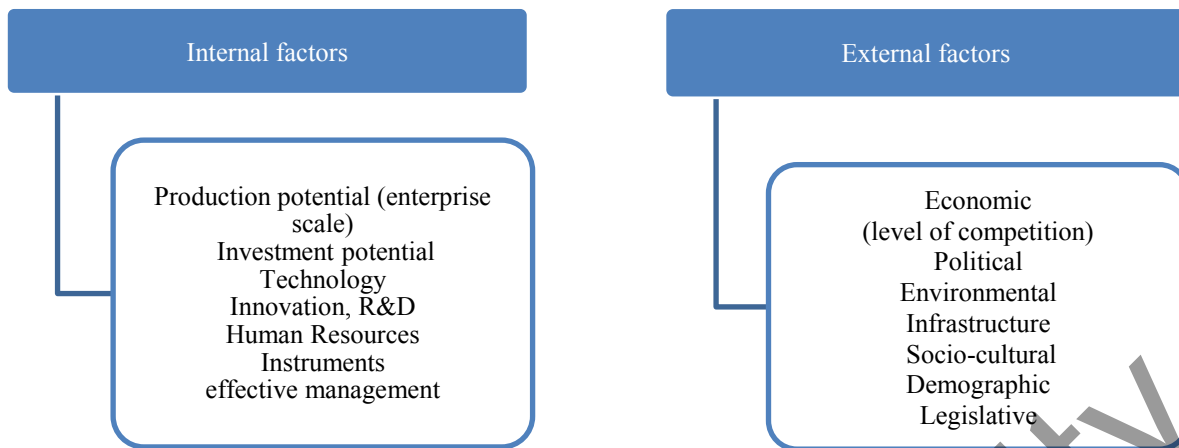


Figure 1. Internal and external factors influencing the strategy for entering the external market

The effectiveness of the chosen strategies for entering a foreign market is determined in the process of foreign economic activity and largely depends on the motives for entering foreign markets. The motives that encourage the entry into foreign markets of the machine-building enterprises of Kazakhstan are determined by considering the selection and analysis of the strategic mission of two large enterprises in East Kazakhstan:

- globalization of the economy, openness, and accessibility of the engineering market;
- roadmap (comprehensive plan) for the development of mechanical engineering for 2019–2024 as a mechanism for state support and development of mechanical engineering;
- coverage of the machine-building market of the EAEU countries, while in aggregate, domestic machine-building enterprises provide products (machinery and equipment) for about 27% of the market of the oil industry of the Russian Federation;
- segmentation of the market according to the geographical principle, aimed at the international expansion of the market;
- increasing the competitiveness of science-intensive products through exports and development of technology transfer and innovation in the engineering industry;
- increasing the competence of the labor potential (at the same time, more than 2115 people are employed in the two large business objects under study);
- development of information and communication technologies;
- attraction of foreign investments and growth of investment attractiveness in the machine-building industry;
- reduction of possible country risks, in the event of adverse (external factors) conditions in the foreign market in one country, it is possible to compensate for the costs due to favorable factors in the market of another country.

A characteristic feature of engineering enterprises is their sensitivity to innovative processes. Therefore, it is important to determine the relationship between strategic innovation and foreign trade expansion (export) of science-intensive products of engineering enterprises in Kazakhstan.

Based on the analysis of the statistics of industrial American firms at the macro- and micro-level, scientists have built a model showing the relationship between technological efficiency and exports; it has been revealed that enterprises are prone to export due to their technological efficiency and, as a result, are more productive due to export activities (Fayazova, 2020). It should be noted that technological efficiency is determined by the level of innovation processes and is continuously associated with the development of R&D at enterprises, therefore, the relationship between R&D and innovation costs has a certain impact on the firm's export activity, depending on the industry (Fayazova, 2020). The results of the analysis of statistical data in the country are characterized by a decrease in the dynamics of innovation development: the share of R&D costs in the structure of GDP decreased from 0.3% to 0.13% (2021), the number of innovative patents decreased from 478 to 1 unit over three years (2019–2021).

Table 2. Export and innovation activity indicators for 2019–2021

Years	Export (in billion tenge)	Volume of innovative products (in billion tenge)	Financing innovation (In billion tenge)	Domestic spending on R&D (In billion tenge)	Number of innovatively active enterprises
2019	61111,2	1 113,6	35 966, 2	44 513,3	1622
2020	52390,1	1127,8	36 635,5	50 928,4	1774
2021	46 949,7	1172, 4	38 543, 7	61 672,7	1940

Note – Compiled by authors on the basis of (Shumeiko, Kasenov, & Abishev, 2019)

The results of data analysis (Table 2) confirm that there is a positive relationship between the innovative capabilities of enterprises and product exports, R&D expenditures reflect the positive dynamics of the impact on foreign economic activity of domestic engineering enterprises. Compared to 2020, in 2021 the volume of innovative products in Kazakhstan increased by 3.9% and amounted to 1,172.4 billion tenge, while its share in total GDP is 1.99%.

Compared to foreign companies, industrial enterprises in Kazakhstan face certain barriers that hinder the process of adapting an entry strategy to a foreign market. Consequently, these barriers are connected, firstly, by the fact that domestic engineering enterprises have a lower level of innovative potential compared to competitors in the world market. Secondly, it is necessary to develop threshold strategic capabilities that are not sufficiently developed among Kazakh enterprises to achieve parity with existing competitors - foreign companies in the world market. Thirdly, despite the openness of the market, the international expansion for Kazakhstani engineering enterprises is presented as a phased process of development and entry into the world market of the engineering industry due to the time lag, which is characterized by a lag in time and the development of technological innovation, which complicates the achievement of the strategic goals of internationalization more difficult. Fourthly, the investment activity of Kazakhstani enterprises of the engineering industry is directly related to the development of strategic innovations that require great effort and time to achieve results in international expansion. Fifthly, the gap between the time factor and strategic investments determines the level of competitiveness of the products of Kazakhstani engineering enterprises. Sixthly, the lack of own investments and the lack of qualified labor potential at engineering enterprises hinder the development of internationalization and expansion of the market of the engineering industry in Kazakhstan.

Thus, an analysis of the barriers that hinder the process of entry of Kazakhstani engineering enterprises into the foreign market indicates an average level of innovation potential and investment activity, which leads to limited access to the foreign market. Therefore, when developing a model for a strategy for entering the international market, one should take into account the specifics of the activities of machine-building enterprises in Kazakhstan. It is necessary to apply individual approaches to entering the international market by top managers of the objects under study, based on a managerial analysis of each factor, motive and barriers that contribute to the development of a strategy for a phased entry into the world market of goods and services.

It is possible to structure the strategy for entering the external target market of enterprises in the engineering industry since the formation of the model “strategic innovations - foreign economic activity” as the relationship between these indicators is characterized by the fact that at the initial stages, the introduction of innovations has a negative impact on the efficiency of the enterprise. Over time, firms learn to manage and develop their innovative activities and achieve better results (Nalbandyan, 2004) not only in the domestic market but also in foreign markets.

The gradual adaptation of enterprises of the machine-building industry of Kazakhstan in the foreign market depends on the structure and type of the foreign market. The proposed judgment led to the identification of four types of markets by geography for entering the international business of Kazakhstani engineering enterprises: the Central Asian market, the EAEU market, the EU market, and the “Mature” market. The degree of influence of each type of market on foreign economic activity is determined by the specifics and level of competitiveness of engineering products in a particular type of market and is regulated taking into account the strategic mission of engineering enterprises in Kazakhstan.

To structure the model, it is necessary to provide a methodical approach to the formation of a strategy for a phased entry into the international business of engineering enterprises (Figure 2).

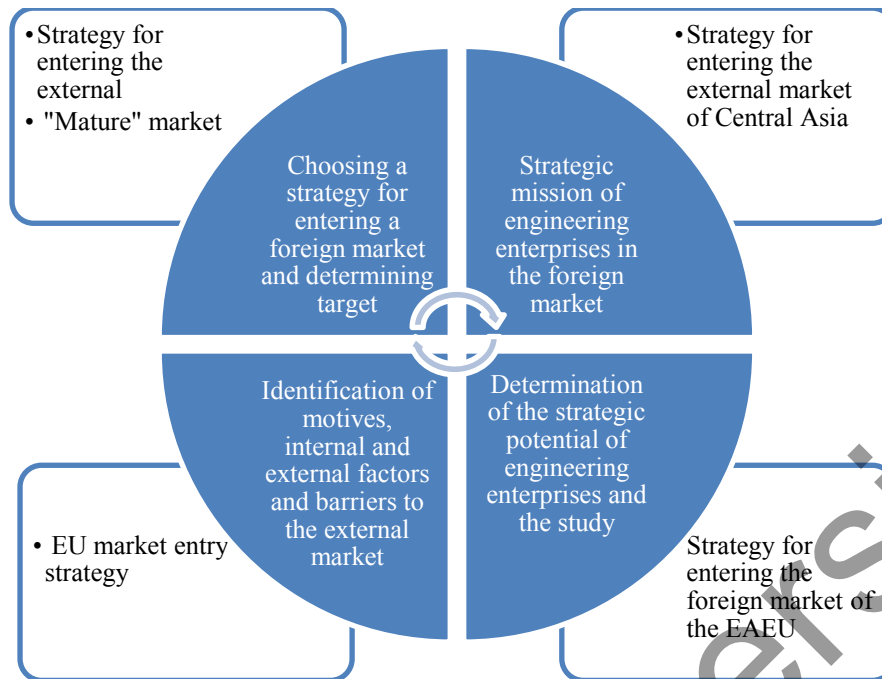


Figure 2. Model of the strategy for entering the foreign market of engineering enterprises

### Discussions

The internationalization of engineering enterprises is a rather complicated process due to the specifics of the activity of this industry. The main directions for developing a strategy for entering the four types of market should be focused on the implementation of phased actions:

1. Determination of the strategic mission, which is carried out based on determining the vision of the enterprise in specific types of foreign markets. At the same time, engineering enterprises may have several goals in the foreign market - finding a new market segment for sales, mastering new technologies and knowledge, increasing innovative potential, searching for new sources of investment and their availability in foreign markets.

2. Assessment of the own potential of enterprises, while the feasibility of a qualitative assessment of strategic innovations, taking into account the capabilities of R&D. Determining the level of competence for entering the foreign market of mechanical engineering enterprises, one should study the effectiveness of the knowledge used and the competence of the labor potential and the organization of management of the foreign economic activity of a mechanical engineering enterprise.

3. The next stage of the methodological approach to the formation of a strategy for entering the foreign market of mechanical engineering enterprises is the identification of target segments (potential customers) in the foreign market. According to the structure, the list of proposed engineering products is purposefully designed for specific sectors of the economy, which makes it possible to identify patterns of demand for products, and contributes to the forecast of market demand, using the results of an analysis of external factors of national markets.

4. Determining the motives that encourage entry into the foreign market, as well as barriers that impede the development of foreign economic activity of engineering enterprises. It is important to correctly assess these motives and factors to model the process of managing possible risks and their impact on the strategy for entering a foreign market. Factors that encourage Kazakhstani engineering enterprises to enter the foreign market are investments, new technologies and growth in the size of the market.

5. The final stage is the selection of target market segments and business partners, focus on the success of the implementation and effectiveness of the strategic goal in the foreign market. Thus, the optimal choice of a strategy for entering the foreign market for engineering enterprises is determined considering the criteria for assessing the strategic planning of obligations for economic resources and costs, the degree of control and contractual relations that affect the efficiency of the development of the engineering industry in Kazakhstan.

### Conclusions

As a result of the study, it should be emphasized that the entry into the foreign market of engineering enterprises is a key condition for the expansion and growth of domestic industries in the context of the globalization of the economy.

International markets allow engineering enterprises to build strategies for entering a foreign market, considering their own production potential and assets, which allows them to expand market opportunities by gaining access to the economic and social resources of foreign companies.

The proposed algorithm (methodological approach) for entering the international market by the type of internationalization strategy and export orientation allows, helps to increase the business activity of Kazakhstani engineering enterprises in foreign trade activities of industrial sectors.

According to the results of the analysis of the trade balance, there is an increase in imports of engineering products from Kazakhstan, which is necessary to stimulate the production of engineering products, considering innovative factors. Since it was found that there is a direct positive relationship between exports and the innovative capabilities of enterprises in the engineering industry.

The importance of partners (potential customers) in foreign markets is substantiated, which softens the development of a strategy for entering enterprises into a foreign market and allows top managers to use effective tools for organizing strategic management.

Thus, the developed methodological approach to the formation of a strategy for Kazakhstani engineering enterprises to enter foreign markets factoring both the key contributing factors of foreign economic activity and the barriers inherent in such activity.

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**Н.Н. Нурмухаметов, Т.К. Куангалиева, Ж.Ж. Габбасова, А.Е. Таласпаева, И. Маслова**

### **Экономиканың жаһандануы жағдайында өнеркәсіптік кәсіпорындардың халықаралық нарыққа шығу стратегиясы**

#### **Аңдатпа**

**Мақсаты:** Бәсекелестіктің күшеюі жағдайында бәсекеге қабілеттілікті қамтамасыз ету мақсатында қазақстандық өнеркәсіптік кәсіпорындардың сыртқы экономикалық қызметіне әсер ететін мотивтерді, факторларды және кедергілерді талдау контекстінде халықаралық нарыққа шығу стратегияларын қалыптастырудың әдістемелік негіздерін әзірлеу.

**Әдісі:** Зерттеу барысында жалпы ғылыми әдістер, әдебиеттік шолу әдісі және монографиялық, статистикалық көрсеткіштерді талдау, оның ішінде абсолютті және салыстырмалы мәндер қолданылды.

**Қорытынды:** Машина жасау кәсіпорындарының бәсекелестік артықшылықтарын ескере отырып, кәсіпорындардың халықаралық нарыққа шығуының негізгі тәсілдерін талдау шеңберінде өнеркәсіптік кәсіпорындардан шығу стратегиясының рөлі анықталды, отандық машина жасау өнеркәсіптік кәсіпорындарының экспорттық әлеуетінің, инвестициялық және инновациялық белсенділігінің жай-күйі мен дамуына талдау жүргізілді. Машина жасау саласы кәсіпорындарының сыртқы нарыққа шығу стратегиясын әзірлеуді ынталандыратын ішкі және сыртқы факторлар мен мотивтер, сондай-ақ олардың халықаралық нарыққа шығуының детерминанттары анықталды. Қазақстанның машина жасау өнеркәсібі кәсіпорындарының халықаралық нарығына шығудың мақсатты стратегияларын әзірлеу үшін әдістемелік тәсілдер әзірленді.

**Тұжырымдама:** Қазақстандағы машина жасау кәсіпорындарының сыртқы экономикалық қызметіне әсер ететін жалпы, зерттеу нәтижелерін қорытындылай келе, өнеркәсіптік кәсіпорындар халықаралық нарыққа шығудың өзіндік стратегиясын жасауға, мотивтерді, ішкі және сыртқы факторларды және кедергілерді талдау негізінде өзінің стратегиялық әлеуетін бағалауды негіздеуге негізделген деп қорытынды жасауға болады.

**Кілт сөздер:** өнеркәсіптік кәсіпорындар, шығу стратегиясы, әлемдік нарық, интернационалдандыру және экстернизация, жаһандану.

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### **Стратегия выхода на международный рынок промышленных предприятий в условиях глобализации экономики**

#### **Аннотация:**

**Цель:** Целью является разработка методических основ формирования стратегий выхода предприятий на международный рынок в контексте анализа мотивов, факторов и барьеров, влияющих на внешнеэкономическую деятельность казахстанских промышленных предприятий с целью обеспечения их конкурентоспособности в условиях усиленной конкуренции.

**Методы:** В процессе исследования были использованы общенаучные методы, метод обзора литературы и монографический, анализ статистических показателей, в том числе абсолютных и относительных величин.

**Результаты:** Определена роль стратегии выхода промышленных предприятий в рамках анализа основных подходов к выходу предприятий на международный рынок, учитывающий конкурентные преимущества предприятий машиностроения; проведен анализ состояния и развития экспортного потенциала, инвестиционной и инновационной активности отечественных промышленных предприятий машиностроения. Выявлены внутренние и внешние факторы и мотивы, побуждающие к разработке стратегии выхода на внешний рынок предприятий машиностроительной отрасли, а также определены сдерживающие факторы их вхождения на международный рынок. Выработаны методические подходы для разработки целевых стратегии выхода на международный рынок предприятий машиностроительной отрасли Казахстана.

**Выводы:** В целом, обобщая результаты исследования, можно сделать вывод о том, что промышленные предприятия основаны на выработке собственной стратегии выхода на международный рынок, обосновывая

оценку собственного стратегического потенциала на основе анализа мотивов, внутренних и внешних факторов и барьеров, влияющих на внешнеэкономическую деятельность предприятий машиностроения Казахстана.

**Ключевые слова:** промышленные предприятия, стратегия выхода, мировой рынок, интернационализация и экстернационализация, глобализация.

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