

сапалы және жоғары деңгейдегі өнімдерге қол жеткізді, сонымен бірге отандық экономиканың дамуына да елеулі септігін тигізеді.

«Туркуаз Топ» компаниясының әлемге танымал, көпжылдық жетік тәжірибесін қазақстандық кәсіпорындардың көбісіне үлгі ретінде алуға болады, себебі бұл компанияның сәттілігі, тиімділігі, үлкен әлемдік нарықтардағы қызмет етуі біздің еліміздегі кәсіпкерліктің дамуына қажет деп ойлаймыз. Қазақстандағы қазіргі даму бағытының жаңа курсы – ол әлемдегі 30 жетекші елдердің құрамына кіру, осыған орай Президент те өзінің қазақ халқына соңғы жолдауында «Қазақстан - 2050», еліміздегі шағын және орта бизнестің роліне, маңызына аса үлкен назар аударады, өйткені экономикалық қағидаға сүйенсек, шағын және орта бизнес кез келген экономиканың негізгі іргетасы болып табылады. Өз кезегінде, кәсіпорындардың отандық экономиканың локомотивіне айналуы олардың аса тиімді және бәсекеге қабілеттігі жоғары қызметіне тікелей байланысты, ал мұның бәрі кәсіпорынның құрған тиімді экономикалық даму стратегиясына тәуелді.

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CAN JAPANESE MANAGEMENT BE APPLIED TO KAZAKHSTAN?

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Annotation. The main goal of every company is to increase productivity, which directly depends on their management style. We hope to increase productivity and worker satisfaction by adapting Japanese management style to Kazakhstan. Is Japanese management style effective and suitable for our culture and mentality? The main purpose of our research is to analyze whether Japanese management can be applied to Kazakhstan or if we can adapt their management techniques to develop Kazakhstani management. The data for the study was collected via questionnaires from managers of different companies.

Key words: Japanese management, Kazakhstan companies, Kaizen

Түйін. Кез келген компанияның басты мақсаты өнімділігін арттыру болып табылады, және де ол тікелей компанияның ұстанатын басқару стиліне тәуелді. Біз Жапон мемлекетінің компанияларды менеджмент стилін қиыстыра отырып өнімділік пен жұмысшылардың қанағаттануын арттырғымыз келеді. Жапондық менеджмент стилі біздің мәдениетіміз бен ділімізге сәйкес келеді ме? Бұл зерттеудің басты мақсаты Қазақстан менеджментін дамыту жолында, Жапондық басқару стилін Қазақстанға енгізуге болатынын немесе Жапон менеджментінің әдіс-тәсілдерін енгізудің мүмкіншілігін зерттеу. Зерттеудің ақпараттары әр түрлі компаниялардың менеджерлерінен анкета түрінде жиналған.

Аннотация. Основная задача каждой компании это повышение продуктивности, которое непосредственно зависит от их стиля управления. Мы надеемся повысить продуктивность и удовлетворение работников путем приспособления Японский стиль управления к Казахстану. Действительно ли японский стиль управления эффективный и подходит ли для нашей культуры и

менталитета? Главная цель этого исследования является проанализировать можем ли мы применить Японскую систему управления или внедрить управленческие техники чтобы развивать менеджмент в Казахстане. Данные для исследования были собраны через анкетные опросы от менеджеров различных компаний.

Introduction

In Japan, after the World War II there was a renovation of management system. The main aim of employers and employees was to organize people and skills effectively under the democratic policy rather than the restoration of mass production in Japanese economy. A management system was established which reinforced a cooperative system between employers and employees. This system was created because individuals, corporations, and the country agreed to restore Japan itself as well as to improve the lifestyle of the Japanese people /1/. Since then, Japanese management is considered as one of the best management controlling systems in the world. They created a philosophy called “Kaizen” which implies continuously improve in quality, engineering, manufacturing and human resource management. Kaizen philosophy is not popular in our country. However, in 2011, with supporting "National Agency on Technological Development" Agency, provided seminar who invited father of Kaizen philosophy Masaaki Imai.

Literature review

The main characteristics of Japanese management are based on Kaizen philosophy. Kaizen is a Japanese word which can be shortly described as a continuous improvement or change for the best. Kaizen philosophy focuses upon continuous improvement of processes in manufacturing, engineering, business management or any process. It has been applied in many spheres, such as healthcare, psychotherapy, life coaching, government, banking, and other industries. When used in a business sense and applied to the workplace, kaizen refers to the related activities that continually improve all functions, and involves all employees from the CEO to the assembly line workers /2/.

As stated by Kaizen, rationality individuals are the best holding of any association. In Japan, workers are not only an advantage; they are the bedrock of the association. In the organization, an applicant is evaluated based upon whether or not he/she is suitable for the corporate culture on the assumption that the individual has a high potential for future performance. Furthermore, the organization emphasizes the importance of evaluating an applicant based on whether he or she is totally acceptable as a family member of the corporation. The content of an employee's contract is not created based upon job description and it is flexible. Japanese workers live for and through their employments. This is a result of the idea of Kaizen which is work in the same organization till retirement. A Japanese employee does not think about the idea that his work is a profession rather he accepts it as a lifestyle, is a system of highly developed internal labor markets /3/. According to Hofstede's cultural dimensions Japan scores 46 on the Individualism dimension. It indicates that the Japanese society is collectivism culture in general, for example, putting congruity of assembly over the statement of unique conclusions and individuals has a solid feeling of disgrace for losing face. Japanese collectivistic society directly influences the relationship between employers and employees. They are like one family members who take responsibility for each other /4/. The remarkable concerns of Japanese society are harmony and peace. These have had an immediate impact on Japanese planning process. Japanese form of decision-making is bottom to top; it means that workers at lower levels can participate in the decision-making process. For instance, lower level employees give different ideas and participate in developing goals, then transferred upward to higher levels of management. They get advantages from involving all employees in the process because the responsibility of all employees for the successful implementation of the new idea. Japanese are highly committed to feedback after implementation /5/. In Japan, showing the existing problems in the company is very important to whole company. Moreover, how many have courage to admit the existence of problem? Japanese managers begin with the problem, or, more precisely, with the recognition that it exists. In addition, they say “Where is no problem, there is no potential for improvement” /6/. Another

significant part of Japanese system is seniority and job security. Employees go to work realizing that their elders know more and have greater experience, therefore, the elders holds a high position in the heart of the younger generation. In the event that they perform well, they have a chance to be promoted to higher positions. Employees may stay in the same company because of great job security. For the security, Japanese get guarantees from banks, which they can offer job security /7/.

As same as job security, discipline play important role in Japanese management. How director of Ayase Works, Mikiro Kikuchi convinced that harvesting, cleaning equipment after working or in free time gave good results. While cleaning may seem simple, it can overcome many difficult obstacles to working environment /8/. In Japanese management, harmony is the key factor in relationships on an enterprise. Through the harmonious communication, employees can respect each other, sharing ideas and responsibility in the group. An interesting fact is, even the tasks are divided into several parts to each other, employees are still accomplished their task dependently, what's more, employees regard entire responsibility as individual. Experienced senior employees have responsibility to give advices to new employees. On the other hand, from this they get additional advantage, as employees through communicating with others can make relationships closer. Conclusively, harmonious and close communications, respective relationship, and improvement of human working connections are the key elements in the corporate world /9/.

Methodology

To understand whether Japanese management is applicable to Kazakhstan we developed a questionnaire and interviewed two managers/ directors from different companies operating in Almaty: Bank Home Credit, Kaspi Bank, GS Group, ECOTERA, LLP №1 Brewery, LLP Sakura. In total, the number of the respondents was 14. **Results.** The results of the survey are shown in Table 1.

Table 1: The Questions Asked to the Respondents

Questions:	Yes (%)	No (%)
Do you use a flexible work schedule?	64.3	35.7
Would you prefer to hire skilled workers in your company for a long tenure?	14.3	85.7
Are employees to know about the company's plans?	85.7	14.3
Does your company inform the staff about internal issues?	71.4	28.6
Are ethnic and religious factors important when you make a hiring decision?	0	100
Does your company organize the competitions or projects?	78.6	21.4
Do employees participate in the decision-making and changes in the structure of organizations?	92.9	7.1
Do you allow informal relationship with employees both inside and outside in the organizations?	57.1	42.9
Do you organize teamwork in company?	71.4	28.6
Does your company have annual examination for checking the implementation of plans?	57.1	42.9
Would you do something useful for company if you had free time? (For example: to clean the territories)	35.7	64.3

The results of the survey reveal that the working system in our country is quite close to Japanese management system, but we also have some differences in values and attitudes. The similarities of Kazakh and Japanese management systems are the following:

- ✓ The majority of companies does not hide their problems and say about their future plans directly to the employees.

- ✓ Organizing of teamwork and trainings. Japanese Management is convinced that work in teams helps to increase cohesiveness and productivity.
- ✓ Subordinates involved in process of business decision making and changing organization structure, bosses allow for informal relationship between subordinates. It means that employees are in the first place in importance.

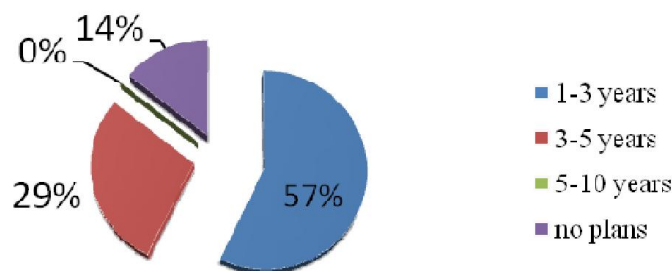
Form the Hofstede's theory of cultural dimensions, the score of Kazakhstan shown as 68 /10/, which means that Kazakhs more individualism. For example, as the question: Assume that you have free time, will you do something useful for the organization (F.E. cleaning of territories)? Most of answers were “no” in Kazakhstan, of which is “yes” in Japan. That means employees are ready to do everything for the company all the time in Japan, not in our country.

Despite there are quite many similarities between Kazakhstani and Japanese management styles our survey results have also revealed the differences:

- ✓ Japanese companies draw up plans for 10 years and check accomplishment of it every year. Kazakhstan made plans only for 1-5 years, in some company have no plans.
- ✓ Japanese companies hire employees for the whole life and make comfortable opportunities for workers. Kazakhstan companies hire employees for the short time and then looking at attitudes of employee decide for how much time he will work at the company.

Figure 2 shows the terms of business planning. 57% of the respondents make plans for 1-3 years, 29% for 3-5 years. However no company make plans for 5-10 years which is very different from Japanese companies. The worst thing is that 14% of companies that participated in the survey do not make business planning at all.

Figure 2 - The percentage of firms making business planning



Conclusion

The results of the research are as follows:

Firstly, Kazakhstan is a rapidly developing country both in the economic and production sphere. Only by improving our management system, we will get the higher level of achievement in developing from focusing on the labor force. Second, our main traditional cultural values are similar to Japanese. Unfortunately, because of the some historical reasons, it is being reduced over the recent years. However, it is hard to turn over all the system and apply Japanese Management. What our managers need to do is take the suitable part to the organization structure. As a result, we can adapt to the Japanese Management, but cannot turn over the all of them. Because of, even there are exist the common point, we cannot turn it over to use as ourselves. We need to apply techniques which are suitable for our country's economic environment and country's condition.

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THE CONCEPT OF POSITIONING: FORMATION, DEVELOPMENT AND STRATEGY

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Annotation. Every successful brand stands for a fundamental "platform" called positioning without which it cannot have any chance to reach customers' minds. Positioning concept has its logic and structure; it is not only a definition or a statement. There is a limited number of studies revealing the concept of positioning; and the concept itself is not yet clearly defined. There is some gap between a theoretical understanding of positioning and a brand which companies present to customers. The human brain instinctively looks for things that are different and unexpected. So, companies should think of what they have to use to attract, reach and stay in the mind of customers. The new approaches to positioning considered in this study may help firms to achieve success with their brands.

Key words: positioning, strategy, advertising, brand, customer mind.

Түйін. Әр табысты бренд өзінің негізгі қағидаларына негізделеді. Бұл «қағида платформасы» жайғастыру деп аталады, бұл платформасыз тұтынушылардың санасын жаулау мүмкін емес. Жайғастыру концепциясының өз логикасы мен құрылымы бар, берілген концепт – бұл жай анықтама немесе пікір емес. Жайғастыру концепциясы тақырыбында шектеулі ғана зерттеулер бар және жалпы түсінік нақты анықталмаған. Компаниялардың өз тұтынушыларына ұсынатын жайғастыру және бренд жайлы теориялық түсінікте өзара айырмашылықтар бар. Адам миы инстинктке байланысты басқа заттардан ерекшеленетін және күтпеген заттарды іздейді. Сондықтан компаниялар тұтынушылардың ойында қалу, ойын жаулау, назарын аудару үшін не істеу керек деп ойлаулары қажет. Берілген мақалада қарастырылған жайғастыруға қатысты жаңа амалдар, тәсілдер фирмаларға өз бредтерімен табысқа жетуге көмектесе алады.