

*Зерттеудің өзіндік ерекшелігі / құндылығы* – астық саласына, түйінді сөздер бойынша астық бизнесін басқаруға арналған академиялық әдебиеттердегі терең талдау мен трендтерден тұрады. Деректерді талдай отырып, зерттеу астық бизнесін басқару саласындағы практикалық ұсыныстар мен дамудың негізін ұсынады.

*Зерттеу нәтижесі* – астық өнеркәсібі әртүрлі факторларға, соның ішінде өндірістік ауытқуларға, тұтынушылық және жаһандық өзгерістерге ұшырайтыны анықталды. Нарық құрылымындағы пайыздық өзгерістерді талдау динамикалық бизнес ортасында тұрақты даму және астық бизнесін іске асыру үшін өндіріс пен ресурстарды тиімді басқару қажеттілігін көрсетеді. Мазмұнды талдау нәтижелері теориялық базаны құруға, білімдегі олқылықтарды анықтауға және зерттеу сұрақтарын тұжырымдау үшін нақты тақырыпты терең түсінуге көмектеседі.

*Түйін сөздер:* астық бизнесі, инсайттар, экспорт, бидай, контент-талдау.

## ОБ АВТОРАХ

**Чейрханова Алмагуль Албековна** – PhD, ассоциированный профессор, УО «Алматы Менеджмент Университет», Алматы, Республика Казахстан, email: a.cheirhanova@almai.edu.kz, ORCID ID: 0000-0001-6507-9977\*.

**Ежебеков Манат Анарбекович** – старший преподаватель, Университет Нархоз, Алматы, Республика Казахстан, email: manat.ezhebekov@narhoz.kz, ORCID ID: 0000-0003-3831-3638.

**Мадиярова Куралай Зейноллаевна** – кандидат экономических наук, ассоциированный профессор, Университет Нархоз, Алматы, Республика Казахстан, email: kuralai.madiyarova@narhoz.kz, ORCID ID: 0000-0003-0136-7966.

MPHTI 06.61.33; 06.61.43; 06.61.53

JEL Classification: E02; H11; L25; L26; M30; O11, O18; R11

DOI: <https://doi.org/10.52821/2789-4401-2024-3-180-192>

## SMALL AND MEDIUM-SIZED BUSINESSES IN THE CONTEXT OF DIVERSIFICATION OF THE ECONOMY OF SINGLE-INDUSTRY TOWNS IN KAZAKHSTAN

A. A. Nurpeissova<sup>1</sup>, Zh. M. Dyussebekova<sup>1\*</sup>, N. A. Tovma<sup>2</sup>

<sup>1</sup>Narхоз University, Almaty, Republic of Kazakhstan

<sup>2</sup>Al-Farabi Kazakh National University, Almaty, Republic of Kazakhstan

---

## ABSTRACT

*Purpose of the research:* To analyze the development of small and medium-sized businesses (SMEs) in single-industry towns of Kazakhstan and develop recommendations to increase their entrepreneurial potential.

*Methodology:* The research uses methods of statistical and system analysis, data grouping, and comparative analysis.

*Originality / Value:* The research identifies problems and opportunities for SME diversification in Kazakhstan's single-industry towns, offering recommendations adapted to their socio-economic characteristics. This localized approach provides valuable insights for policymakers on enhancing competitiveness and economic diversification.

*Findings:* Single-industry towns in Kazakhstan are grouped into four categories based on SME development: leaders (Temirtau, Zhanaozen, Ekibastuz), average level (Rudny, Zhezkazgan, Kulsary, Balkhash), few SMEs (Satpayev, Ridder, Aksu), and critically few SMEs (Kurchatov, Karazhal, Serebryansk, Karatau). The study reveals significant differences in SME development due to demographic factors, with larger cities show-

ing higher SME activity. To increase the entrepreneurial potential and diversify the economy of single-industry towns, recommendations are offered on the creation of cooperative production and service chains and clusters around city-forming enterprises, infrastructure development, development of social, environmental, tourism and PPP projects. It is recommended to use a marketing approach to the development of SMEs in single-industry towns of Kazakhstan, which contributes to economic and social benefits.

*Keywords:* small and medium-sized businesses, single-industry towns, diversification, government support, employment, competitiveness.

*Acknowledgement:* This research is funded by the Science Committee of the Ministry of Science and Higher Education of the Republic of Kazakhstan (BR18574200 «The revival of monotowns in the conditions of the creation of New Kazakhstan on the basis of territorial marketing»).

## INTRODUCTION

The need to study the development potential of small and medium-sized businesses (SMEs) in the context of the diversification of the economy of single-industry towns in Kazakhstan is associated with the following postulates:

1. Single-industry towns are the key industries of the country, or about 40 % of the entire industry.
2. Single-industry towns – 1.4 million inhabitants of the country, a balance of regional development of the country as a whole is needed.
3. A monospecialized development model carries huge risks for single-industry towns.

The fundamental vulnerable side of the development of single-industry towns in Kazakhstan is dependence on one or more major industries, for example, coal, oil, automotive, etc.

This dependence results in severe socio-economic consequences: unemployment, low indicators of infrastructural quality of life, social risks of poor-quality education, medicine, transport and communal services, forced migration and other negative phenomena.

It is important to note that these negative consequences have a huge impact not only on the local economy and the population, but also on the overall state development of Kazakhstan as an integral interconnected system of economic relations.

The diversification of their economies and the growth of competitiveness is considered to reduce the risk of such undesirable socio-economic phenomena and prevent a crisis in single-industry towns in Kazakhstan.

In order to reduce the threats of mono-dependence, the Government of the Republic of Kazakhstan has taken a number of measures aimed at the sustainable development of single-industry towns, employment, SME development, and solving infrastructure problems. For the period 2012-2020, a program for the development of single-industry towns was adopted, which has lost its force [1].

Unfortunately, the goals of this program have not been realized. The problems remained the same and the state initiated a new regional development program for 2020-2025 [2], which is also not in force. The following tasks were clearly outlined in this program:

Task 1. Development of single-industry towns with a population of more than 50 thousand people that are not part of functional urban areas;

Task 2. Development of border mono- and small towns with adjacent territories [2].

The solution of these problems is very relevant at the present time. The new Government of the Republic of Kazakhstan under the leadership of O.Bektenov continues its course to stabilize and strengthen the position of single-industry towns in the country. The innovation was the quantitative reduction of single-industry towns in Kazakhstan, literally at the beginning of 2024, their number was reduced to 20. But since at the beginning of the study their number was 7 more, in this study we considered all 27 single-industry towns of the country as an object. New actions in relation to 6 single-industry towns consisted in an updated course of their development in the form of comprehensive socio-economic development plans in the horizon of the next 3-4 years.

The article reflects the interim results obtained during the implementation of the scientific project «The revival of single-industry towns in the context of the creation of a New Kazakhstan based on territorial marketing».

The main point of the study is the thesis that the development of small and medium-sized entrepreneurship and business initiatives are the strategic task of all single-industry towns in Kazakhstan to diversify and increase the competitiveness of their economies. At the same time, we assume that the institutional conditions and government measures to promote the development of SMEs as conditions for diversifying the economic situation of single-industry towns in Kazakhstan are not sufficient. There is no elaboration of an integrated approach to diversifying the economies of single-industry towns. We are talking about the need to connect the marketing principles of territorial development of single-industry towns in Kazakhstan.

In order to achieve this goal, solve problems and confirm the scientific thesis, the theoretical and conceptual foundations of competitiveness and diversification were investigated during the study.

Diversification in this study will be understood by us based on the etymology of the word itself from the Latin *diversus* «different» + *facere* «to do» – *diversificatio* [3] as positive changes, diversity, expansion of the product range, expansion of the potential of enterprises, industries, modernization of traditional industries and enterprises into innovatively competitive, contributing to stable and sustainable development of single-industry towns of the Republic of Kazakhstan.

**Literature review.** For example, M. A. Lisitsyna linked the diversification strategy with the development and introduction of both new varieties of machine-building industry products and entry into new sales markets [4].

There is an understanding of diversification from an investment perspective [5], which implies investing in a wide range of investment products.

R. A. Kokorev reflected the concept of diversification quite fully [6]. According to his position, economic diversification implies a variety of forms of ownership and management models of this property; enrichment and use of many factors of production: capital, labor, raw materials, energy, science, education; diversity of investments and multidirectional financial flows; enrichment of the product and industry structure of the economy, both the country as whole and individual regions; the variety of sizes of enterprises, etc. This point of view seems to reflect the micro-approach, the industry level, as well as the country level.

E. M. Osipova considers the meaning of economic diversification to be in the development of various economic spheres through restructuring [7].

In our opinion, I. S. Antonova has developed a more elaborated approach to the issues of diversification of the economy of single-industry towns in the context of this study [8]. In the classification of types of diversification proposed by the author, the type of diversification of single-industry towns is singled out separately.

The least developed issues are the development of SMEs from the perspective of their potential for economic diversification, especially in the areola of Kazakh science. A group of authors [9] studied the development of SMEs in the strategic planning system of the territory, but only on the example of the Karaganda region.

K. Kunanbayeva and others [10] associate the diversification of single-industry towns with the reorientation of economic activity from large city-forming enterprises to SMEs, the improvement of social infrastructure and the development of sectors focused on human resources. The expansion of the innovative potential of entrepreneurs through training is considered in the article [11].

Indeed, the problems of single-industry towns have become more acute due to the combined impact of numerous socio-economic and political factors: the collapse of the union of countries, depletion of sources of raw materials, market fluctuations, technological progress, migration movements, etc. [12]. The authors proposed their own approach to realizing the potential of single-industry towns [13].

Despite the fact that in the global and domestic scientific world, researchers have worked out quite well the issues of economic development of cities based on increasing competitiveness, diversification strategies, the problems of outflow of residents from single-industry towns, hotbeds of social tensions, closure of city-forming enterprises, instability of markets for raw materials products still remain Kazakhstani realities.

Thus, there was an acute shortage of research on the problems of diversification and competitiveness of single-industry towns, the development of SMEs based on the principles of territorial marketing. The available works have separate aspects in a narrow direction, or are limited to separate territories, or to one industry.

In general, it can be said that the diversification of the economy of single-industry towns remains a priority task of the central and local authorities of Kazakhstan. They can be considered the main stakeholders of diversification and sustainable development of single-industry towns. However, we are confident that all actions

to develop SMEs, create jobs, and improve the quality of life should focus primarily on the needs of the local population of single-industry towns, as well as the business entities themselves.

The main results of the study can contribute to the implementation of the strategic objectives of the «Business Roadmap 2025», the development of productive employment and mass entrepreneurship for 2017-2021 «Enbek» [14; 15].

### MAIN PART

To analyze the developed SMEs in single-industry enterprises of Kazakhstan and measures of state interaction for the development of a competitive environment, business activity in these administrative units of the country, we weighed the methods of systematization and statistical analysis of data from the Bureau of National Statistics of the Republic of Kazakhstan.

Judging by official statistics, 94450 SMEs were registered in 27 single-industry towns of Kazakhstan in 2018, and by 2022 their number decreased by 1,373 and amounted to 93077 units. A decrease in the number of registered SMEs was observed in 2019 and 2020, which is most likely due to the restrictions caused by the COVID-2019 pandemic, which affected literally all cities and countries of the world.

At the same time, if in 2018 the number of active entities was 73837, then in 2022 – 83091 units.

According to our calculations, the difference between registered and operating small and medium-sized enterprises in Kazakhstan single-industry towns decreased from 2018 to 2022 in the following regression: 2018 – 20613, 2019 – 15931, 2020 – 11728, 2021 – 10260 and 2022 – 9986 units (Figure 1).

The total number of SMEs in 27 single-industry towns of the Republic of Kazakhstan as a whole

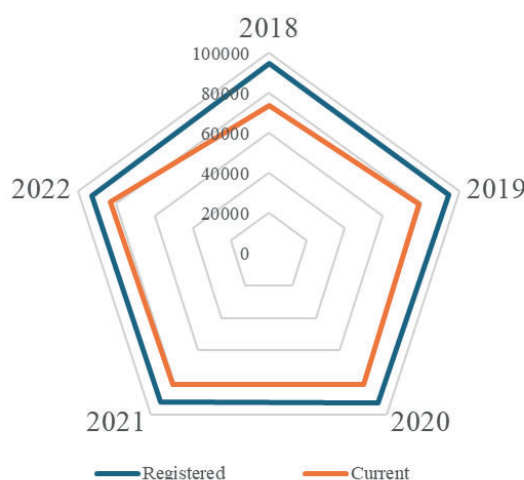


Figure 1 – Discrepancy in the number of registered and operating SMEs in single-industry towns of the Republic of Kazakhstan in 2018-2022.

Note – compiled by the author according to [16].

Based on the data, it can be observed that the number of operating business representative offices is closely correlated with the indicators of officially registered units and does not diverge in large discontinuous amplitudes.

For the development of single-industry towns in line with social well-being and economic stability, it is the operating enterprises of small and medium-sized businesses that play a crucial role, not only in quantitative terms, but also in qualitative terms. The development of entrepreneurship in single-industry towns makes it possible to create jobs, provide employment and wages for residents, favorably affecting the socio-economic situation of single-industry towns.

An analysis of the activities of entities actively engaged in entrepreneurial activity in single-industry towns separately showed that during the analyzed period 2018-2022, the greatest positive growth was observed in Temirtau (Figure 2).

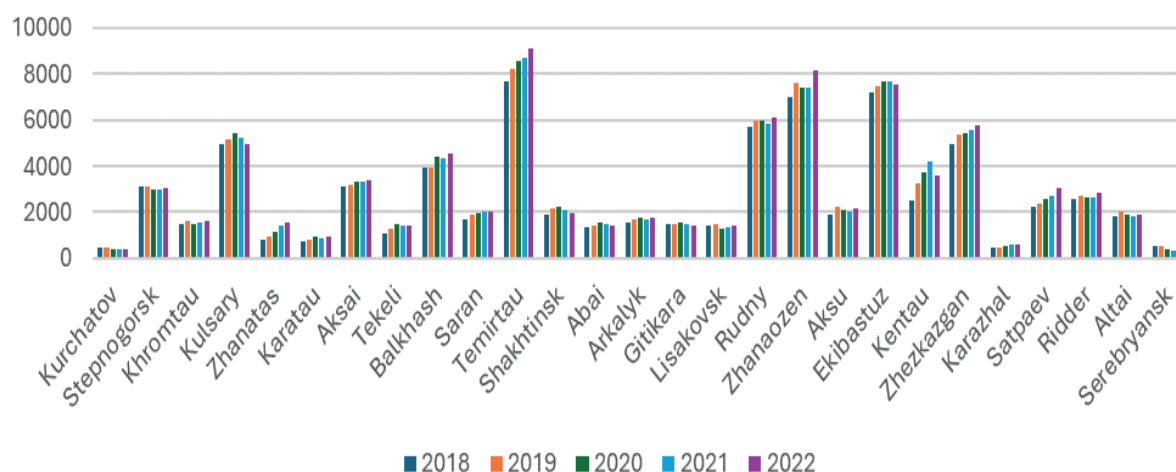


Figure 2 – Dynamics of existing SMEs in single-industry towns of the Republic of Kazakhstan for 2018-2022.

Note – compiled by the author according to [16].

The analysis revealed a group of leaders-single-industry towns for the development of SMEs in Kazakhstan. Thus, in Temirtau, the number of SMEs in 2022 amounted to 9105 subjects, which is the highest in comparison with the rest of the single-industry towns of the republic. The growth rate compared to 2018 was 1.2 times. Zhanaozen became the next single-industry town with the maximum number of registered SMEs. The number of active enterprises in the business sector amounted to 8,148 units, while it is clear that in 2022, in comparison with the previous year, their number increased by 710 enterprises. The top three leaders include Ekibastuz, where we observe a stable situation for existing SMEs, has an average of 7520 – the number of business enterprises over a 5-year period.

The stable growth of entrepreneurship in Temirtau is closely linked to the activities of the largest giant JSC ArcelorMittal Temirtau (JSC AMT). One of the key tasks of his work is related to the need to support small and medium-sized businesses and promote the local economy. The Government of Kazakhstan has retained this important task in the new realities, with the change of the main investor and the management of the enterprise in view of systemic problems back in November 2023.

At the same time, judging by the retrospective review, the city of Temirtau was initially considered a center for the production of ferroalloys, carbide, cement, energy, construction industry products and an active driver for the generation of small and medium-sized businesses around a large giant like JSC AMT.

The impetus for the development of SMEs in Temirtau, Karaganda region, as a whole, was also given by financial support from the «Microfinance organization Atameken Qaragandy». By the end of 2021, 904,336,000 tenge was issued within the framework of 150 micro-loans for graduates of the Bastau Business project through the Atameken Qaragandy MFO.

The development of SMEs in Zhanaozen deserves a separate study that goes beyond this one. It should be noted that the development of the Mangystau region and in particular the city of Zhanaozen in Kazakhstan will be given special importance.

Social tension caused the priority attention of the authorities to the development of this single-industry town, even in the period from 2016-2017. For the first time in the history of the country, the trilateral Nur-Capital project was launched, where the local authorities of the Akimat of the Mangystau region, JSC Damu Entrepreneurship Development Fund and JSC OzenMunaiGas comprehensively supported SMEs.



The highest percentage of financial injection into the development of the potential of Zhanaozen is noted: the development of tourism business, chemical sectors, light industry, mechanical engineering, liquefied gas processing and other sectors of the economy, that is, in a single-industry town, one can note the maximum sectoral diversification of business.

In addition to the dominant fuel and energy products, the city is developing processing sub-sectors of small and medium-sized businesses in the food industry: Millina Food Production Somrapu LTD LLP, Zhanaozensk Dairy Plant LLP, AKF Volna LLP, Bereket-F LLP, Maga-bread LLP, Aktau Day LLP, Agargan LLP, etc. These enterprises, as representatives of SMEs, produce dairy products, bakery and flour products, flour, beverages [17].

The study of measures to support leaders among single-industry towns in the development of SMEs also covers the case of Ekibastuz. Thus, the city is the leading single-industry city of the Pavlodar region of the republic, which also belongs to the priority centers of diversification and growth of the region's economy.

The city authorities associate the prospects for the development of SMEs with projects in the field of energy and infrastructure. This is due to the close attention of the country's President K.J. Tokaev in the development of Ekibastuz in the light of new challenges. Thus, the leadership of the region and the city are tasked with reviving Ekibastuz in its best version of the Soviet past, when the city was the center of attraction for youth, social well-being and prosperity.

In general, SMEs support in Ekibastuz is provided in terms of the creation of industrial zones, the development of Ekibastuz GRES-1, GRES-2, the construction of factories, research centers, farms, complexes for the production of bakery, dairy products, meat processing, fisheries enterprises and other areas.

Following the top 3 leaders of single-industry towns in terms of the number of active SMEs, the single-industry towns of Rudny, Zhezkazgan, and Kulsary stand out. In Rudny, the number of business enterprises during the analyzed period averaged 5913 units, in 2018 – 5716, in 2019 – 5945, in 2020 – the number also amounted to 5945, in 2021 – 5862, the number decreased slightly by 83 units, in 2022 – 6098, we see an increase their numbers are 236 units.

The city-forming enterprise of Rudny is JSC Sokolovsko-Sarbayaskoye Mining and Production Association (JSC SSGPO). All the activity of the city is also tied to the activities of this enterprises. However, local businesses are trying to reduce their dependence on the large single-industry giant SSGPO JSC by developing SMEs. So, for example, successful enterprises producing bakery products such as IP «Karagulina», the food company «Roumen» can be noted.

In Zhezkazgan, the average number of enterprises was 5,429, while we see an annual increase in subjects in 2019 by 378, in 2020 by 81, in 2021 by 108, and in 2022 by 219 more subjects. It should be noted that since November 2023 Zhezkazgan has become the administrative center of the new Ulytau region, and the city has «lost» the status of a single-industry town.

In Kulsary, the development of SMEs also averaged 5,144. If in 2018 there were 4,959 of them, then in 2022 their number also amounted to 4,959, while unlike other single-industry towns in the pandemic years 2019 and 2020, the number of SMEs increased, albeit not at a high pace.

The number of SMEs in these years is slightly lower in Balkhash, with an average of 4,243 entities. In the cities of Kentau, Aksai, Stepnogorsk, the average number of enterprises was in the range of 3456, 3278, 3074, respectively.

The next group of single-industry towns is characterized by a relatively small number of SMEs, from a maximum of 3037 Satpayev to 1414 Lisakovsk. This group includes the largest number, namely 13 single-industry towns: Satpayev, Ridder, Aksu, Shakhtinsk, Saran, Altai, Arkalyk, Khromtau, Zhanatas, Abai, Tekeli, Zhitikara, Lisakovsk. It should be noted that at the time of the study, Arkalyk was from this group. Zhanatas, Saran, Tekeli were excluded from the list of single-industry towns of the Republic of Kazakhstan.

Attention should be paid to a group of single-industry towns with a critically small number of active SMEs – Karatau, Kurchatov, Karazhal, Serebryansk (Figure 3).

In this four single-industry towns, a low level of existing business enterprises is found, less than 900 units. In particular, there were 767 enterprises in Karatau in 2018, which increased to 913 in 2022.

In the single-industry towns of Kurchatov and Serebryansk, a quantitative decrease in SMEs was observed during the study period. So, from 2018 to 2022, from 468 to 408 and from 554 to 334, respectively. The num-

ber of SMEs in Karazhal, unlike the cities of Kurchatov and Serebryansk, increased in the following sequence: in 2018 – 436, 2019 – 469, in 2020 – 557, 612 enterprises were in 2021, this number remained in 2022.

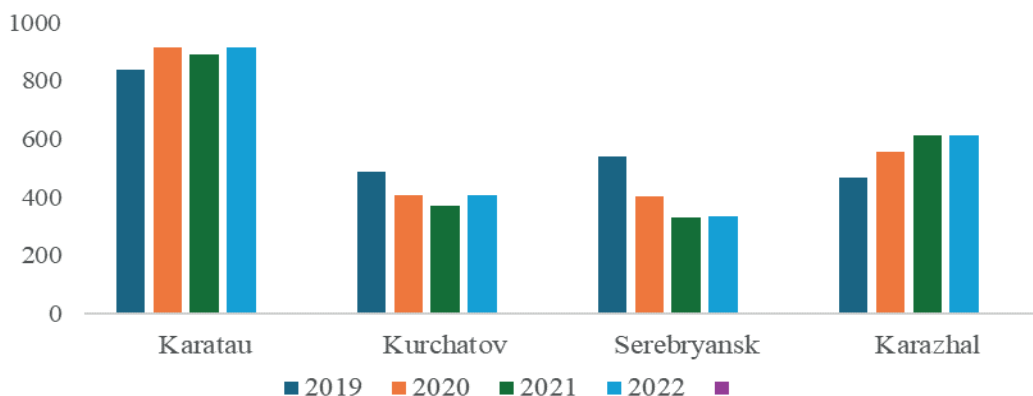


Figure 3 – Indicators of single-industry towns of the Republic of Kazakhstan with a critical level of operating SMEs for 2019-2022.

Note – compiled by the author according to [16].

The critical condition of Kurchatov is associated with the decline after the closure of the Semipalatinsk nuclear test site. Attempts to develop SMEs here in comparison with other «fellow» single-industry towns in Kazakhstan have not brought great results. Kurchatov is the only single-industry town with a special scientific status, where the National Nuclear Center (NNC) is located, which is the main city-forming enterprise of the city.

To diversify the economy, it is important to analyze the territorial development, identify the strengths or advantages of a single-industry town. In Kurchatov, promising areas are largely related to the realization of the scientific and tourist potential of the city. Technoparks, the Institute of Radiation Safety, as well as innovative solutions such as TAKAMAK (a new type of thermonuclear energy) are located here.

The situation in Serebryansk regarding the diversification of the economy through the development of SMEs is also difficult. The city in the era of the Soviet Union was one of the most prosperous. The unique products produced at the Serebryansk plant of inorganic productions were demanded: respirators, protective masks, gas masks made in Serebryansk aroused interest not only in the USSR, but also in the far abroad. However, the status of a single-industry town for Serebryansk has already become history, according to the decision of the Ministry of National Economy of the Republic of Kazakhstan, it also dropped out of the list of single-industry towns of the country. The Serebryansky plant of inorganic productions, as well as the Torgai bauxite mining department, were closed.

So, as we noted, the development of entrepreneurship and business initiatives is a strategic task for all single-industry towns in Kazakhstan to diversify and increase the competitiveness of their economies. In turn, the analysis of the state of SME development in single-industry towns allowed us to draw the following conclusions.

## CONCLUSIONS

1. Institutional conditions and government measures to promote the development of SMEs as conditions for diversifying the economic situation of single-industry towns in Kazakhstan are quite well manifested. Since 2012, the Republic of Kazakhstan has adopted a Program for the development of single-industry towns for 2012-2020, the programs «Business Roadmap 2020» and «Employment 2020» and others [1; 14]. These programs were based on an assessment of the current situation in single-industry towns and were based on the best experience of foreign countries. The range of measures and tools to support and develop single-industry towns in terms of SMEs development and economic diversification included:

Firstly, financial support instruments, concessional loans, subsidizing loans up to 10 %, grant financing, implementation of «anchor projects», attracting investments.

Secondly, the methods of non-financial support in the form of consultations, training, and the «Bastau» program were also supposed to serve as measures to promote and strengthen entrepreneurial initiatives.

At the current stage of territorial development in Kazakhstan, approaches to diversifying the economy of single-industry towns remain the same. The essence of the approach is to implement a number of comprehensive programs and concepts to support and diversify the business sector in the country. In particular, the Concept for the Development of Small and medium-sized Enterprises in the Republic of Kazakhstan until 2030, adopted by Resolution of the Government of the Republic of Kazakhstan dated April 27, 2022 No. 250, reflects the vision and targets for improving the business sector in the country [18]. At the same time, it reflects a fair assessment that the development potential of SMEs has a different level depending on the size of the cities themselves. So, business is really strong in large cities, where there is an appropriate environment, resources, demand and other factors.

Business support continues through JSC «Damu», the National Chamber of Entrepreneurs (NCE) «Atamken» within the framework of the state program «Business Roadmap 2025» through the financing of concessional loans and the provision of guarantees [14].

2. The analysis showed that the development of SMEs, despite the creation of uniform conditions across the country in the form of the above-mentioned instruments of financial and non-financial support, strategic programs to diversify the economies of single-industry towns, the scale and results of efforts are different. 4 groups were identified according to the scale of business development in single-industry towns:

The first group is the leaders: the cities of Temirtau, Zhanaozen, Ekibastuz, where we observe a stable situation for existing SMEs, an average of 7,520 – the number of business enterprises over a 5-year period.

The second group includes the cities of Rudny, Zhezkazgan, and Kulsary. The range of the arithmetic average in terms of the number of real SMEs is within 5-6 thousand subjects. The city of Balkhash is close to the indicators of this group, on average there are 4243 subjects and the cities of Kentau, Aksai, Stepnogorsk, the average number of enterprises was in the range of 3456, 3278, 3074, respectively.

The third group is characterized by a relatively small number of SMEs. This group includes the largest number, namely 13 single-industry towns: Satpayev, Ridder, Aksu, Shakhtinsk, Altai, Abai, Zhitikara, Lisakovsk, Khromtau and ex-single-industry towns Saran, Arkalyk, Zhanatas, Tekeli.

The fourth group consists of single-industry towns with a critically small number of active SMEs, less than 900 units - Kurchatov, Karazhal, and the former single-industry towns of Karatau and Serebryansk.

These results have a certain connection with the results of the previous study [19], according to which it was revealed that in relatively numerous cities like Temirtau, Ekibastuz there is a correspondingly large number of employed people. The single-industry towns of Karazhal and Kurchatov were distinguished by the low number of residents and employed. These relationships also find a place in the dynamics of the development of SMEs in single-industry towns of the country. These findings can help in forecasting and scenario modeling of the strategic development of these territories.

3. Entrepreneurial potential is concentrated in larger cities, as well as in single-industry towns with an agglomeration type of development close to the larger cities of the republic. Rural areas, small and single-industry towns have extremely limited potential for the development of SMEs due to various factors. Thus, the prospects for the development of SMEs are associated with the city-forming enterprise of a single-industry town. We are talking about creating an «SME belt» around urban enterprises. In this regard, as recommendations for building entrepreneurial potential to diversify the economy and increase the sustainability of these territories, local authorities, together with representatives of large, medium and small businesses, need to build cooperative production and service chains in the format of cluster development. We associate the diversification of the economy of single-industry towns based on the development of entrepreneurship not only with the need for further financial support, consulting, and training, but also with the creation of conditions for the activation of initiatives of local entrepreneurs. By favorable conditions, we mean infrastructural support in the form of business parks, incubators and accelerators of business ideas, coworking spaces, mentoring, coaching, psychological counseling, road improvement, warehouses, commercial premises, etc. We associate the prospects for business revival in single-



industry towns with the development of PPP, social entrepreneurship, environmental and tourism projects. The introduction of the principles of marketing development of territories should become new tasks for central and local authorities, businesses, and the population. Specifically: the use of digital marketing tools, promoting the brand of a single-industry town, holding forums, exhibitions, fairs, building public relations that stimulate demand for local products and services, developing unique offers for potential tourists and investors, and much more. We believe that the marketing approach to strengthening SMEs in single-industry towns in Kazakhstan will bring economic and social effects for the benefit of all stakeholders.

## REFERENCES

1. Программа развития моногородов на 2012-2020 годы, Постановление Правительства Республики Казахстан от 25 мая 2012 года № 683. Утратило силу постановлением Правительства Республики Казахстан от 28 июня 2014 года № 728 [Electronic resource] // Әділет [web-portal]. – 2012. – URL: <https://adilet.zan.kz/rus/docs/P1200000683> (Accessed:03.04.2024)
2. Государственная программа развития регионов на 2020 - 2025 годы. Постановление Правительства Республики Казахстан от 27 декабря 2019 года № 990. Утратило силу постановлением Правительства Республики Казахстан от 23 сентября 2022 года № 733. [Electronic resource] // Әділет [web-portal]. – 2020. – URL: <https://adilet.zan.kz/rus/docs/P1900000990> (Accessed:04.04.2024)
3. Шерешева М. Ю., Оборин М. С., Шимук О. В. Анализ международного опыта диверсификации сельской экономики // Вестник Волгоградского государственного университета. Экономика. – 2017. – №. 3 (40). – С. 209-223.
4. Лоскутова В. В., Лисицына М. А. Теоретические основы формирования маркетинговой стратегии диверсификации предприятия машиностроительного комплекса // Менеджер. – 2019. – № 4(90). – С. 190-195.
5. Диверсификация [Electronic resource] // Финансовый словарь [web-сайт]. – б.д. – URL: [https://dic.academic.ru/dic.nsf/fin\\_enc/12946](https://dic.academic.ru/dic.nsf/fin_enc/12946) (Accessed: 22.05.2024).
6. Кокорев Р. А. Роль институтов в диверсификации экономики Российской Федерации // UN-DESA and UN-ECE International Conference «Strengthening Integration of the Economics in Transition into the World Economy through Economic Diversification». – 2008. – 33 с.
7. Осипова Е. М., Горина А. П. Диверсификация экономики: сущность и значение в современных условиях // Контентус. – 2015. – № 4 (33). – С. 8-13.
8. Антонова И. С. Теория диверсификации экономики моногорода // Векторы благополучия: экономика и социум. – 2015. – №. 2 (17). – С. 179-193.
9. Borbasova, Z., Nessipbayev, R., Mussatayeva, A., Zhetpisbayeva, M., Baigurenova, M. Strategic Territorial Development Management (on the Example of the Karaganda Region) // Montenegrin Journal of Economics. – 2021. – № 4(17). – P. 17-33.
10. Kunanbaeva K., Rahimova S., Titkov A., Goncharenko L. The “smart city” concept as a strategy for managing the infrastructure of a single-industry town // E3S Web of Conferences. – EDP Sciences, 2020. – № 164. – Article 03049. – DOI: <https://doi.org/10.1051/e3sconf/202016403049>.
11. Kulmaganbetova A., Kozhakhmetov Z., Tlessova E., Sharapayeva B., Baimbetova A., Kirdasinova K., Mamutova K. The innovative potential of SMEs in Kazakhstan in the course of entrepreneurial online education // World Review of Entrepreneurship, Management and Sustainable Development. – 2023. – № 19(3-5). – P. 405-415. – DOI: 10.1504/WREMSD.2023.130615.
12. Zhumashbekova, S., Kirdasinova, K., Talapbayeva, G., Bekmagambetova, G., Nurpeissova, A., Oryn-bekova, G., & Aldeshova, S. Assessment of the migration processes on the example of Kazakhstan // Regional Science Policy & Practice. – 2024. – № 3(16). – Article 12645. – DOI: <https://doi.org/10.1111/rsp3.12645>.
13. Tovma N., Akhmetova Z., Tulebayeva N., Malikova R., Abdikul Sh. (2023). Indicators for assessing the development potential of monotowns of the Republic of Kazakhstan // E3S Web Conf. XVI International Scientific and Practical Conference “State and Prospects for the Development of Agribusiness - INTERAG-ROMASH 2023”. – 2023. – Article 05016. – DOI: <https://doi.org/10.1051/e3sconf/202341305016>.

14. Государственной программы поддержки и развития бизнеса "Дорожная карта бизнеса-2025" Постановление Правительства Республики Казахстан от 24 декабря 2019 года № 968. Утратило силу постановлением Правительства Республики Казахстан от 2 февраля 2022 года № 43. [Electronic resource] // Әділет [web-portal]. – 2022. – URL: <https://adilet.zan.kz/rus/docs/P1900000968> (Accessed: 29.04.2024)
15. Государственная программа развития продуктивной занятости и массового предпринимательства на 2017–2021 годы "Еңбек" Постановление Правительства Республики Казахстан от 13 ноября 2018 года № 746. [Electronic resource] // Әділет [web-portal]. – 2017. – URL: <https://adilet.zan.kz/rus/docs/P1800000746> (Accessed: 29.04.2024)
16. Статистика регионов РК [Electronic resource]// Бюро национальной статистики Агентства по стратегическому планированию и реформам Республики Казахстан [web-portal]. – 2024. – URL: <https://stat.gov.kz/ru/region/> (Accessed: 29.04.2024).
17. Нефтедобыча, туризм, поддержка предпринимательства: как развивалась Мангистауская область в 2021 году [Electronic resource] // Официальный информационный ресурс Премьер-Министра Республики Казахстан [web-portal]. – 2022 – URL: <https://primeminister.kz/ru/news/reviews/neftedobycha-turizm-podderzhka-predprinimatelstva-kak-razvivayas-mangistauskaya-oblast-v-2021-godu-1443418> (Accessed: 30.04.2024).
18. Концепция развития малого и среднего предпринимательства в Республике Казахстан до 2030 года. Постановление Правительства Республики Казахстан от 27 апреля 2022 года № 250. [Electronic resource] // Әділет [web-portal]. – 2022. – URL: <https://adilet.zan.kz/rus/docs/P2200000250> (Accessed: 30.04.2024).
19. Dyusembekova Zh. M., Nurpeissova A., Tovma N. A. Analysis of labor market trends in single-industry towns in Kazakhstan // *Central Asian Economic Review*. – 2023. – № 2(149). – P. 44-56. – DOI: <https://doi.org/10.52821/2789-4401-2023-2-44-56>.

## REFERENCES

1. Programma razvitiya monogorodov na 2012-2020 gody, Postanovlenie Pravitel'stva Respubliki Kazahstan ot 25 maya 2012 goda № 683. Utratilo silu postanovleniem Pravitel'stva Respubliki Kazahstan ot 28 iyunya 2014 goda № 728. (2012). Adilet. Retrieved April 3, 2024, from <https://adilet.zan.kz/rus/docs/P1200000683> (In Russian).
2. Gosudarstvennaya programma razvitiya regionov na 2020 - 2025 gody. Postanovlenie Pravitel'stva Respubliki Kazahstan ot 27 dekabrya 2019 goda № 990. Utratilo silu postanovleniem Pravitel'stva Respubliki Kazahstan ot 23 sentyabrya 2022 goda № 733. (2020). Adilet. Retrieved April 4, 2024, from <https://adilet.zan.kz/rus/docs/P1900000990> (In Russian).
3. Sheresheva, M. Yu., Oborin, M. S., & Shimuk, O. V. (2017). Analiz mezhdunarodnogo opyta diversifikatsii sel'skoj ekonomiki. *Vestnik Volgogradskogo gosudarstvennogo universiteta. Ekonomika*, 3(40), 209-223. (In Russian).
4. Loskutova, V. V. & Lisicyna, M. A. (2019). Teoreticheskie osnovy formirovaniya marketingovoy strategii diversifikatsii predpriyatiya mashinostroitel'nogo kompleksa. *Menedzher*, 4(90), 190-195 (In Russian).
5. Diversifikatsiya. (n.d.). *Finansovyy slovar'*. Retrieved May 22, 2024, from [https://dic.academic.ru/dic.nsf/fin\\_enc/12946](https://dic.academic.ru/dic.nsf/fin_enc/12946) (In Russian).
6. Kokorev, R. A. (2008). Rol' institutov v diversifikatsii ekonomiki Rossijskoj Federatsii. UN-DESA and UN-ECE International Conference «Strengthening Integration of the Economics in Transition into the World Economy through Economic Diversification», 33. (In Russian).
7. Osipova, E. M., & Gorina, A. P. (2015). Diversifikatsiya ekonomiki: sushchnost' i znachenie v sovremennykh usloviyakh. *Kontentus*, 4(33), 8-13. (In Russian).
8. Antonova, I. S. (2015). Teoriya diversifikatsii ekonomiki monogoroda. *Vektory blagopoluchiya: ekonomika i socium*, 2(17), 179-193. (In Russian).
9. Borbasova, Z., Nessipbayev, R., Mussatayeva, A., Zhetpisbayeva, M., & Baigurenova, M. (2021). Strategic Territorial Development Management (on the Example of the Karaganda Region). *Montenegrin Journal of Economics*, 4(17), 17-33.

10. Kunanbaeva, K., Rahimova, S., Titkov, A., & Goncharenko, L. (2020). The “smart city” concept as a strategy for managing the infrastructure of a single-industry town. E3S Web of Conferences, 164, Article 03049. <https://doi.org/10.1051/e3sconf/202016403049>.
11. Kulmaganbetova, A., Kozhakhmetov, Z., Tlessova, E., Sharapayeva, B., Baimbetova, A., Kirdasinova, K., & Mamutova, K. (2023). The innovative potential of SMEs in Kazakhstan in the course of entrepreneurial online education. World Review of Entrepreneurship, Management and Sustainable Development, 19(3-5), 405-415. <https://doi.org/10.1504/WREMSD.2023.130615>.
12. Zhumashbekova, S., Kirdasinova, K., Talapbayeva, G., Bekmagambetova, G., Nurpeissova, A., Oryn-bekova, G., & Aldeshova, S. (2024). Assessment of the migration processes on the example of Kazakhstan. Regional Science Policy & Practice, 3(16), Article 12645. <https://doi.org/10.1111/rsp3.12645>.
13. Tovma, N., Akhmetova, Z., Tulebayeva, N., Malikova, R., & Abdikul, Sh. (2023). Indicators for as-sessing the development potential of monotowns of the Republic of Kazakhstan. E3S Web Conf. XVI Interna-tional Scientific and Practical Conference “State and Prospects for the Development of Agribusiness - INTER-AGROMASH 2023”, Article 05016. <https://doi.org/10.1051/e3sconf/202341305016>.
14. Gosudarstvennoj programmy podderzhki i razvitiya biznesa "Dorozhnaya karta biznesa-2025", Post-anovlenie Pravitel'stva Respubliki Kazahstan ot 24 dekabrya 2019 goda № 968. Utratilo silu postanovleniem Pravitel'stva Respubliki Kazahstan ot 2 fevralya 2022 goda № 43. (2022). Adilet. Retrieved April 29, 2024, from <https://adilet.zan.kz/rus/docs/P1900000968> (In Russian).
15. Gosudarstvennaya programma razvitiya produktivnoj zanyatosti i massovogo predprinimatel'stva na 2017–2021 gody "Enbek", Postanovlenie Pravitel'stva Respubliki Kazahstan ot 13 noyabrya 2018 goda № 746. (2017). Adilet. Retrieved April 29, 2024, from <https://adilet.zan.kz/rus/docs/P1800000746> (In Russian).
16. Statistika regionov RK. (2024). Bureau of National Statistics of the Agency for Strategic Planning and Reforms of the Republic of Kazakhstan. Retrieved April 29, 2024, from <https://stat.gov.kz/ru/region/> (In Rus-sian).
17. Neftedobycha, turizm, podderzhka predprinimatel'stva: kak razvivalas' Mangistauskaya oblast' v 2021 godu. (2022). Official information resource of the Prime Minister of the Republic of Kazakhstan. Retrieved April 30, 2024, from <https://primeminister.kz/ru/news/reviews/neftedobycha-turizm-podderzhka-predprini-matel'stva-kak-razvivalas-mangistauskaya-oblast-v-2021-godu-1443418> (In Russian).
18. Koncepciya razvitiya malogo i srednego predprinimatel'stva v Respublike Kazahstan do 2030 goda, Postanovlenie Pravitel'stva Respubliki Kazahstan ot 27 aprelya 2022 goda № 250. (2022). Adilet. Retrieved April 30, 2024, from <https://adilet.zan.kz/rus/docs/P2200000250> (In Russian).
19. Dyusembekova, Zh. M., Nurpeissova, A., & Tovma, N. A. (2023). Analysis of labor market trends in single-industry towns in Kazakhstan. Central Asian Economic Review, 2(149), 44-56. <https://doi.org/10.52821/2789-4401-2023-2-44-56>.

## ҚАЗАҚСТАН МОНОҚАЛАЛАРЫНЫҢ ЭКОНОМИКАСЫН ӘРТАРАПТАНДЫРУ КОНТЕКСІНДЕГІ ШАҒЫН ЖӘНЕ ОРТА БИЗНЕС

А. А. Нурпеисова<sup>1</sup>, Ж. М. Дюсембекова<sup>1\*</sup>, Н. А. Товма<sup>2</sup>

<sup>1</sup> Нархоз университеті, Алматы, Қазақстан Республикасы

<sup>2</sup> Әл-Фараби атындағы Қазақ Ұлттық Университеті, Алматы, Қазақстан Республикасы

---

### АНДАТПА

*Зерттеу мақсаты* – Қазақстанның моноқалаларында шағын және орта бизнестің дамуын талдау және олардың кәсіпкерлік әлеуетін арттыру бойынша ұсынымдар әзірлеу.

*Әдіснамасы*. Зерттеу статистикалық және жүйелік талдау әдістерін, деректерді топтастыруды, салыстырмалы талдау әдістерін қолданды.

*Зерттеудің бірегейлігі / құндылығы.* Қазақстанның моноқалаларында шағын және орта бизнесті әртараптандырудың проблемалары мен мүмкіндіктері анықталды. Ұсынылған ұсыныстар еліміздің моноқалаларының әлеуметтік-экономикалық ерекшеліктеріне бейімделген. Мұндай локализацияланған тәсіл экономиканы әртараптандыру жөніндегі қолданыстағы әдебиеттерді тереңдету қана қоймайды, сонымен қатар орталық және жергілікті билік органдарына бәсекеге қабілеттілікті арттыру және Қазақстан экономикасын әртараптандыруға жәрдемдесу жөнінде ұсыныстар береді.

*Зерттеу нәтижелері.* Қазақстанның моноқалаларының 4 түрі топтастырылған: көшбасшылар: Теміртау, Жаңаөзен, Екібастұз; орта деңгей: Рудный, Жезқазған, Құлсары, Балқаш және т.б.; шағын және орта кәсіпорындардың саны аз: Сәтбаев, Риддер, Ақсу және т. б., кәсіпорындардың саны өте аз: Курчатов, Қаражал және бұрынғы Серебрянск және Қаратау моноқалалары. Тең институционалдық жағдайларға және мемлекеттік қолдау шараларына қарамастан, моноқалаларда шағын және орта бизнесті (ШОБ) дамыту ауқымы мен нәтижелеріндегі айырмашылықтар бөлінді. ШОБ даму деңгейінің демографиялық факторлардан өзара байланысы анықталды. Теміртау және Екібастұз сияқты ірі қалаларда ШОБ қызметкерлердің көптігі мен қолайлы жағдайлардың арқасында белсенді дамып келеді. Шағын моноқалаларда (Қаражал және Курчатов) кәсіпкерлік белсенділігі төмен, бұл тұрғындардың шектеулі санына байланысты. Моноқалалардың кәсіпкерлік әлеуетін арттыру және экономикасын әртараптандыру үшін қала құраушы кәсіпорындардың айналасында кооперативтік өндірістік және сервистік тізбектер мен кластерлер құру, инфрақұрылымды дамыту, әлеуметтік, экологиялық, туристік және мемлекеттік-жекеменшік жобаларын дамыту бойынша ұсынымдар ұсынылады. Қазақстанның моноқалаларында ШОБ-ты дамытуға маркетингтік тәсілді қолдану ұсынылады, ол экономикалық және әлеуметтік пайдаға ықпал етеді.

*Түйін сөздер:* шағын және орта бизнес, моноқалалар, әртараптандыру, мемлекеттік қолдау, жұмыспен қамту, бәсекеге қабілеттілік.

*Алғыс:* Мақала BR18574200 «Аумақтық маркетинг негізінде Жаңа Қазақстанды құру жағдайында моноқалаларды жаңғырту» тақырыбындағы Қазақстан Республикасы Ғылым және жоғары білім министрлігінің Ғылым комитетінің бағдарламалық-нысаналы қаржыландыру шеңберіндегі бағдарлама бойынша орындалды.

## МАЛЫЙ И СРЕДНИЙ БИЗНЕС В КОНТЕКСТЕ ДИВЕРСИФИКАЦИИ ЭКОНОМИКИ МОНОГОРОДОВ КАЗАХСТАНА

А. А. Нурпеисова<sup>1</sup>, Ж. М. Дюсембекова<sup>1\*</sup>, Н. А. Товма<sup>2</sup>

<sup>1</sup> Университет Нархоз, Алматы, Республика Казахстан

<sup>2</sup> Казахский Национальный Университет им. Аль-Фараби, Алматы, Республика Казахстан

---

### АННОТАЦИЯ

*Цель исследования* – проанализировать развитие малого и среднего бизнеса в моногородах Казахстана и разработать рекомендации по повышению их предпринимательского потенциала.

*Методология.* В исследовании использованы методы статистического и системного анализа, группировки данных, методы сравнительного анализа.

*Оригинальность / ценность исследования.* Выявлены проблемы и возможности диверсификации малого и среднего бизнеса в моногородах Казахстана. Представленные рекомендации адаптированы к социально-экономическим особенностям моногородов страны. Такой локализованный подход не только обогащает существующую литературу по диверсификации экономики, но и предоставляет центральным и местным органам власти рекомендации по повышению конкурентоспособности и содействию диверсификации экономики Казахстана.



*Результаты исследования.* Сгруппированы 4 типа моногородов Казахстана: лидеры: Темиртау, Жанаозен, Экибастуз; средний уровень: Рудный, Жезказган, Кульсары, Балхаш и др.; небольшое количество малых и средних предприятий: Сатпаев, Риддер, Аксу и т.д., критически малое количество предприятий: Курчатов, Каражал и бывшие моногорода Серебрянск и Каратау. Выделены различия в масштабах и результатах развития малого и среднего бизнеса (МСБ) в моногородах, несмотря на равные институциональные условия и меры государственной поддержки. Выявлена взаимосвязь уровня развития МСБ от демографических факторов. В более крупных городах, как Темиртау и Экибастуз, МСБ развивается активно благодаря большому количеству сотрудников и благоприятным условиям. В небольших моногородах (Каражал и Курчатов), наблюдается низкая предпринимательская активность, что связано с ограниченным числом жителей. Для повышения предпринимательского потенциала и диверсификации экономики моногородов предлагаются рекомендации по созданию кооперативных производственных и сервисных цепочек и кластеров вокруг градообразующих предприятий, развитию инфраструктуры, развитию социальных, экологических, туристических и ГЧП проектов. Рекомендуется использовать маркетинговый подход к развитию МСБ в моногородах Казахстана, который способствует экономическим и социальным выгодам.

*Ключевые слова:* малый и средний бизнес, моногорода, диверсификация, государственная поддержка, занятость, конкурентоспособность.

*Благодарность:* Данное исследование было профинансировано Комитетом науки Министерства науки и высшего образования Республики Казахстан (BR18574200 «Возрождение моногородов в условиях создания нового Казахстана на основе территориального маркетинга»).

#### ABOUT THE AUTHORS

**Nurpeisova Aigul Aralbayevna** – Candidate of Economic Sciences, Professor of Narxoz University, Almaty, Republic of Kazakhstan, email: aigul.nurpeisova@narxoz.kz, ORCID ID: 0000-0002-4853-6686.

**Dyussebekova Zhanar Maratovna** – Candidate of Economic Sciences, Associate Professor of Narxoz University, Almaty, Republic of Kazakhstan, email: zhanar.dyussebekova@narxoz.kz, ORCID: 0000-0003-3373-5591\*

**Tovma Nataliya Aleksandrovna** – PhD, Candidate of Economic Sciences, Al-Farabi Kazakh National University, Almaty, Republic of Kazakhstan, email: nataliya-tovma@mail.ru, ORCID: 0000-0002-9114-6923.