

*Чем более точна наука, тем больше можно
из нее извлечь точных предсказаний.*

А. Франс

ЕКОНОМІКА ПІДПРИЄМСТВА ТА УПРАВЛІННЯ ВИРОБНИЦТВОМ

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THE KEY STAGES OF THE PROCESS OF ESTABLISHING PARTNERSHIP RELATIONS

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The key stages of the process of establishing partnership relations have been defined and justified. The research has revealed that each stage can exist in both the autonomous and system mode. This fact has made it possible to give a more detailed description of the separate stages of partnership relations establishment, notably the determination of the objective, the nature of partnership relations and the choice of their form. The validity of the results is provided by the use of such scientific methods and techniques as comparative and systematic-structural analysis – to clarify and streamline the conceptual apparatus in the field of establishment of partner relationships between machine-building enterprises; systematization, generalization and grouping – to identify and justify the succession of formation of the partnership, define the objectives and forms of their construction, as well as identify the existing nature of the partnership. The research identified the essentiality and characteristics of the process of establishing partner relationships by an industrial enterprise. The objectives of the partnership, including production, financial, marketing, technical-technological, organizational, informational and socio-psychological ones have been substantiated. Five possible types of partnerships such as: investment, innovation, production, trade and finance have been defined. Besides, recommendations have been provided on the choice of the forms and members of partnership in machine-building according to the type of activity of potential partners. Following the main stages of establishing partner relationships allows enterprises to create competitive advantage, which is the result of effective cooperation between the parties, the adaptation of resources and harmonization of the objectives of all the participants in the partnership.

Keywords: establishment of partnership relations, objectives of enterprises, forms of relationships, nature of partnership relations, parity relations.

КЛЮЧОВІ ЕТАПИ ПРОЦЕСУ ВСТАНОВЛЕННЯ ПАРТНЕРСЬКИХ ВІДНОСИН

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Визначено та обґрунтовано ключові етапи процесу встановлення партнерських відносин. Виявлено, що кожен із етапів може існувати як в автономному, так і в системному режимі. Це дозволило більш детально охарактеризувати окремі етапи встановлення партнерських відносин.

зокрема, визначення мети, характеру партнерських відносин та вибір їх форми. Обґрунтованість досягнутих результатів забезпечено використанням таких наукових методів та прийомів, як: порівняльний та системно-структурний аналіз – для уточнення і впорядкування понятійного апарату у сфері встановлення партнерських відносин між машинобудівними підприємствами; систематизації, узагальнення та групування – для виділення й обґрунтування послідовності формування партнерських відносин, визначення цілей та форм їх побудови, а також для ідентифікування наявних характеристик партнерства. У результаті дослідження було визначено сутність та особливості процесу встановлення партнерських відносин промисловим підприємством. Обґрунтовано групи цілей партнерства, серед яких маркетингові, виробничі, фінансові, техніко-технологічні, організаційні, інформаційні та соціально-психологічні. Виділено п'ять можливих видів партнерських відносин: інвестиційний, інноваційний, виробничий, торговельний та фінансовий. Крім того, надано рекомендації з вибору форм та учасників партнерства в машинобудуванні, відповідно до виду діяльності потенційних партнерів. Проходження основних етапів установа партнерських відносин дозволяє підприємствам сформувати конкурентну перевагу, яка є результатом ефективної взаємодії сторін, адаптації ресурсів і погодження цілей усіх учасників партнерства.

Ключові слова: установа партнерських відносин, цілі підприємств, форми партнерства, характер партнерських відносин, паритетність відносин.

КЛЮЧЕВЫЕ ЭТАПЫ ПРОЦЕССА УСТАНОВЛЕНИЯ ПАРТНЕРСКИХ ОТНОШЕНИЙ

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Определены и обоснованы ключевые этапы процесса установления партнерских отношений. Выявлено, что каждый из этапов может существовать как в автономном, так и в системном режиме. Это позволило более подробно охарактеризовать отдельные этапы установления партнерских отношений, в частности, определение цели, характера партнерских отношений и выбор их формы. Обоснованность полученных результатов обеспечена использованием таких научных методов и приемов, как: сравнительный и системно-структурный анализ – для уточнения и упорядочения понятийного аппарата в сфере установления партнерских отношений между машиностроительными предприятиями; систематизации, обобщения и группировки – для выделения и обоснования последовательности формирования партнерских отношений, определения целей и форм их построения, а также для идентификации существующих характеристик партнерства. В результате исследования были определены сущность и особенности процесса установления партнерских отношений промышленным предприятием. Обоснованы группы целей партнерства, среди которых маркетинговые, производственные, финансовые, технико-технологические, организационные, информационные и социально-психологические. Выделены пять возможных видов партнерских отношений: инвестиционный, инновационный, производственный, торговый и финансовый. Кроме того, даны рекомендации по выбору форм и участников партнерства в машиностроении в соответствии с видом деятельности потенциальных партнеров. Следование основным этапам установления партнерских отношений позволяет предприятиям сформировать конкурентное преимущество, которое является результатом эффективного взаимодействия сторон, адаптации ресурсов и согласованности целей всех участников партнерства.

Ключевые слова: установление партнерских отношений, цели предприятий, формы отношений, характер партнерских отношений, паритетность отношений.

The intensification of relations and interdependence of domestic machine-building enterprises determines the increased attention of scientists and practitioners to the problem of analysis of the work of economic agents, which leads to the reorientation of the basic concepts of enterprises' interaction

management. Now the search for new, more effective ways, forms and mechanisms of interaction of industrial enterprises is the basis of cooperation between enterprises. The most important is the process of establishing long-term mutually beneficial relationships with partners – partnerships that allow

companies to adapt to changes in the environment of operation and occupy strong positions in the market for a long time.

The analysis of the modern economic literature [1 – 6] indicates a lack of unanimity of views regarding the procedure of forming partnership relations of enterprises. Most researches of such authors as G. Makhova, E. Palyha, D. Melnik, L. Popova mainly consider the individual stages of partnerships. However, the succession of the process of establishing machine-building enterprises' partnership relations is not formalized at all.

The goal of the research is to define and justify the key stages of the establishment of partnership relations. To achieve the goal, the following tasks are to be completed: 1) to determine the succession of forming partnership relations; 2) to justify the key stages of partnership; 3) to identify the nature of partnership relations of enterprises; 4) to offer appropriate forms of partnership relations for Ukrainian machine-building enterprises.

The object of the research is the process of forming partnership relations of enterprises. The subject of the research is the definition of the key stages of partnership relations by Ukrainian machine-building enterprises.

Raising the competitiveness of the Ukrainian economy and its individual businesses requires intensification of scientific research in the field of extension of cooperation and search for new ways of managing relations of domestic enterprises with suppliers, consumers, intermediaries and even competitors. One can see a paradox which manifests itself in the lack of mechanisms and integrated approaches to enterprises' establishing relationships with partners on the basis of mutual benefit, which hinders their social and economic development. It leads to an increased share of unprofitable enterprises (36.1 % of all machine-building enterprises in 2008, 41 % of all machine-building enterprises in 2014) and narrows the search range of potential participants in partnerships.

Especially growing is the need for scientific substantiation of modern approaches to the formation of effective partnerships within the integral system of management of machine-building enterprises relations. They are part of the top-level industrial sector of Ukraine (on average 10.5 % of the GDP in the period of 2007 – 2014), which would provide implementation of economic interests of domestic enterprises.

Partnership relations imply a form of relations between enterprises based on voluntary cooperation, mutual trust and support, distribution of rights, obligations and responsibilities of the parties to obtain additional competitive advantage on the long term contractual basis. To build functioning and effective partnerships it is necessary to determine the stages of their formation. The authors suggest developing a succession of the process of establishing partnership relations by a machine-building enterprise using the process methodology and a strategic approach. Each of the stages exists in both the autonomous and system mode.

The process of establishing partnerships includes: 1) analysis of the environment (starting with the study of the branch, target market and direct definition of external partnership opportunities); 2) analysis of the internal environment (technical-economic, financial analyses and analysis of foreign economic activity); 3) justification of the partnership rationale; 4) partnership goal definition; 5) definition of the nature of partnership; 6) assessment and selection of partners; 7) the choice of partnership forms; 8) conclusion of a partnership agreement; 9) implementation of the partnership agreement; 10) verification of the objective accomplishment (as feedback and decision on further existence of partnership relations); 11) extension or termination of the partnership.

Diagnostics and analysis of the enterprise environment is one of the instruments to ensure the effectiveness of strategic actions in the system of formation of partnership relations.

Determination of external factors of macro-environment (including institutional, economic, natural-geographic, legislative, technological, socio-cultural, political and environmental factors) makes it possible to examine in detail the conditions and the situation in the industry and target markets.

This helps to explore the external partnership opportunities and focus on possible risks which are relevant to establishing partnership relations. Economic and technological factors are becoming particularly important for the machine-building industry. Production and sales are key areas of partnership in machine-building.

Supplementing the analysis of the environment helps to focus on the influential participants in relations and outline the range of research of potential partners.

It should be noted that the first priority of an enterprise in establishing partnerships is introspection of activities and functioning [7, p. 112].

The object of the research in the area of partnership relations is mainly interrelations of enterprises. But some enterprises are initial elements of partnership. They have a lot of problems. These problems should not be ignored. Otherwise the analysis and the establishment of direct relations can lose its meaning. The impact of external factors on the development of partnerships should be taken into account. Each enterprise must initially determine its own abilities or lack of them to establish partnerships.

Analysis of the economic literature on marketing, management and enterprise relationship management makes it possible to divide the existing indicators of study of the enterprise internal condition into groups [1; 6; 8 – 10], among which the most important ones are: technical and economic – which provide for the assessment of the efficiency and innovation of business, available capacities and resources; financial – which help to assess the funds, both available and obtained, take into account the effectiveness of their use, calculate the need for investments and their volume; international economic activity – which provides for analysis of foreign partners and terms of cooperation with them, the possibility of expansion by entering new markets, increasing of the volume of production and sales of new products.

In addition, analysis of the internal environment gives a chance to reveal the existing condition and identify the problems that need to be eliminated in the process of partnership of enterprises or those that prevent from the establishment of partnerships.

Each enterprise supports a large number of payment connections with other industry business entities. Due to the interaction with them it influences their internal environment and operating results. It is therefore necessary to consider the impact of the existing relations on the financial situation and dependence of enterprises on potential partners. The authors suggest using the indicator of financial autonomy – financial independence in accordance with the participants in the relations the enterprise works with. However, as noted by L. Popova, there is no completely financial independent enterprise [5]. The authors suggest using the term "financial stability" of the enterprise as a manifestation of the lack of problems in the financial sector of activity. It shows opportunities of making decisions and meeting obligations regardless of the their contractors.

It is useful, within the research, to supplement the analysis of the existing connections by finding out the equality of the participants in the relations that meets one of the main principles of partnerships. Conducting such an analysis involves the use of enterprises' financial accounting. It includes the balance sheet and the income statement, which determine the level of payables and liabilities that are evidence of dependence on various industry business entities.

As a result of the accomplished analysis (the study of 10 machine-building enterprises of Kharkiv region) three groups of enterprises have been singled out (Table 1):

1) stable enterprises with absolute parity (enterprises are stable in terms of financial dependence with absolute parity with potential partners);

2) relatively dependent enterprises (enterprises with relative financial dependence and lack of autonomy in the relations and stable enterprises with financial independence but dependence on one of the industry business entities);

3) dependent enterprises (enterprises whose state and activities are completely dependent on other subjects of relations).

For the first two groups of enterprises it is potentially possible to establish a partnership in any area and of any type of relations.

But for the second group of enterprises decision making on the partnership will be a possibility to restore parity in relations and thus reduce the degree of their dependence.

Enterprises included in the third group should not be viewed as partners in some areas of activities and forms of partnerships. The limited nature of activities are: production – management of enterprise's production process by contract, subcontract production, and investing activities (only as a partner who receives funds). These enterprises are dependent and financially unstable, do not have sufficient financial resources that may affect the timely fulfillment of commitments or hinder the execution. These enterprises also feel the pressure from other participants in the relationship. All this does not meet the main principles and features of partnerships and limits the chances of considering these machine-building enterprises as partners.

Table 1

Groups of machine-building enterprises in accordance with financial stability and parity of existing relations

The name of the group	Examples of enterprises	Characteristic of the group
1. Stable enterprises with absolute parity	PJSC "Avtramat", PJSC "Frunze Plant", PJSC "KhMZ "Svitlo Shakhtaria"	Enterprises with the financial autonomy ratio of 1 to 0.5 – financially stable, having absolute parity with potential partner-enterprises
2. Relatively dependent enterprises	PJSC "Electromashina", PJSC "ROSS", PJSC "Kharkiv Plant "Hydropryvid", PJSC "Turboatom"	Enterprises with relative financial stability – the financial autonomy ratio of 0.5 – 0.35 and dependence on one of the parties of relations or financial stability but dependence on supplies
3. Dependent enterprises	PJSC "KhEZ "Ukrelectromash", PJSC "Kharkiv Plant of Dies and Molds", PJSC "Kharkiv Tractor Plant named after S. Ordzhonikidze"	Enterprises with the financial autonomy ratio less than 0.35, with loss, the state and activities of which are completely dependent on other subjects of relations

Analysis of the business operation environment can get the data that become the basis of rationale for the formation of a partnership. A decision on the need of partnership is made by management when the enterprise's own resources for its development or implementation of the defined strategies and projects are insufficient. In this case the key objectives of the enterprise are identified and those that cannot be achieved without extending relations between enterprises are excluded.

The study of the theoretical and practical research data on the establishment and functioning of partnerships in Ukraine and in the world [2; 6; 9 – 12] gives reason to highlight seven major groups of objectives in the whole spectrum of targets, which are aimed at gaining competitive advantage by enterprises. Besides the production, financial and marketing objectives which have already been considered, the technical-technological, organizational, informational and socio-psychological objectives have been studied in the research (Figure).

Each presented group has examples of potential targets that partners can achieve in the course of realization or as a result of establishing partnerships. The content of each group may be completed depending on the specifics of the activity of the enterprise and its potential partners. There is a direct impact of corporate and business strategies of participants in partnerships on the objectives of partnership and results of achieving them.

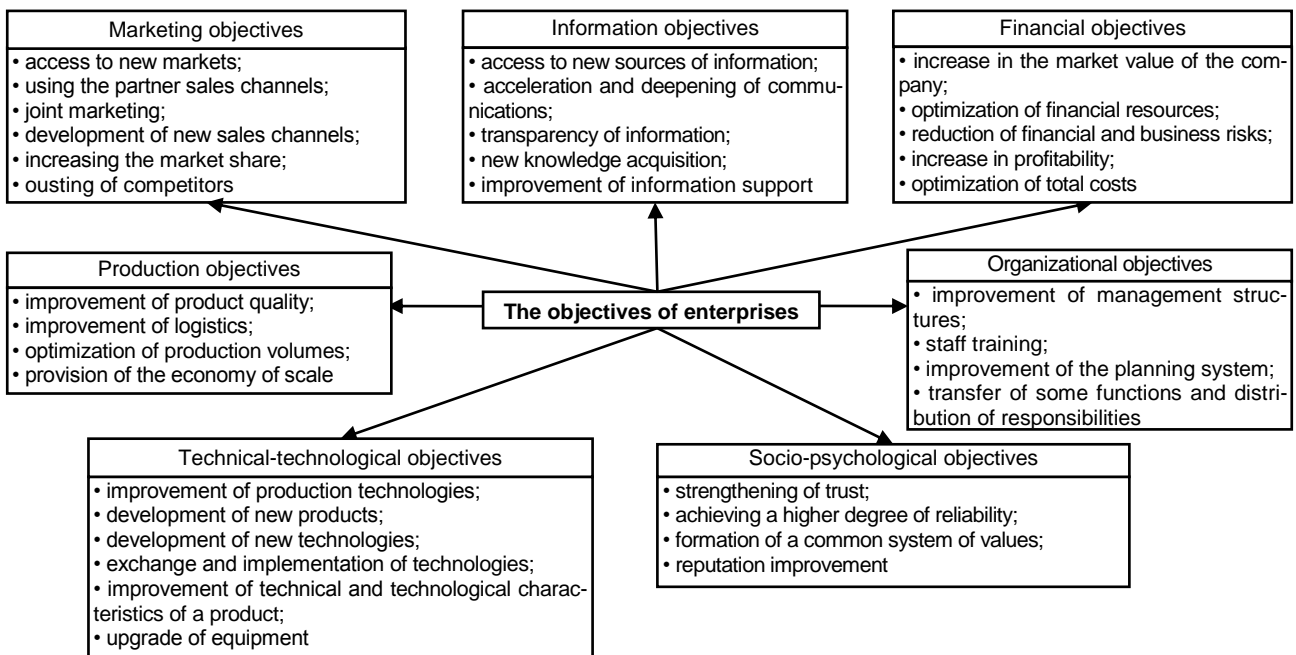


Fig. Examples of objectives of machine-building enterprises in the formation of partnerships

Besides, we should take into account the correlation between the objectives of the partnership (e.g. marketing – increase of the market share) which is the basis for realization of other objectives (for example, financial ones – profitability growth

or socio-psychological objectives – improving the enterprise reputation).

The objectives of enterprises – participants in a partnership could be applied to one group or different groups.

The correlation and combinations of targets of partner-enterprises determine the type of formation of partnerships. A prerequisite for the formation of a partnership is the compatibility of objectives of its parties.

The definition of objectives in partnership formation in turn depends on the incentives, advantages and results that parties of partnerships are trying to achieve.

According to Kruglova's theory of "motivation support" every objective at all the levels of a system of objectives must meet certain motivational package that ensures the achievement of a particular objective. In a situation when the results do not meet the established complex, the objective must be reviewed and brought into line with the real possibilities of partners and existing resources that they possess [13, p. 277–278].

The research provides an opportunity to single out five main natures of forming partnerships in accordance with the

directions of enterprise activity, namely: production, investment, innovation, trade and finance. They are responsible for the implementation of economic interests as a result of formation of partnerships by an enterprise.

The use of the term "the nature of partnerships" is explained by the need to emphasize the stable individual characteristics of partnerships according to the directions of activities of enterprises. Thus, the nature of partnerships is determined by the direction of activity and causing the ways of behavior and properties of these relations.

It can be stated that there is a direct link between the objectives and the nature of the partnership, which determines the achievement of a result of partnerships. The choice of the form of partnerships depends on the line of the enterprise activity. It corresponds to the possible nature of a partnership and sets partnership objectives in the previous phases of establishing partnerships (Table 2).

Table 2

Forms of partnerships depending on the nature and objectives of an enterprise

Nature of activity	Forms of partnerships	Objective	Result
Investment activities	Venture financing	Raising funds for innovation	Increasing the share of R&D expenditure in the total costs, increasing the innovation products share
	Project finance	Attracting long-term borrowings	Realization of a specific project
	Leasing	Improving the logistics	Increase in production volumes and improvement of product quality
	A joint venture	Reduction of financial and business risk, optimization of funding sources	Financial optimization, distribution of results and risks
Innovative activity	A joint venture	Development, exchange and implementation of new technologies	Improvement of quality and innovative characteristics of products, optimization of costs for research and development
	Transfer of know-how	Improvement of the efficiency of production and sales	Improvement of the enterprise management system
Production	Production cooperation	Joint development and manufacture of products, improvement of the production technology	Increase in production volumes and sales, optimization of costs
	A joint venture	Increasing the efficiency of production through the economy of scale	Increased profitability, optimization of costs
	Management of the production process by contract	Improvement of production efficiency	Improvement of production technologies, optimization of production volumes
	Contract production	Access to new markets	Growth of production volumes and sales, increase in profitability, optimization of total costs
	Subcontract production	Improvement of the production process	Optimization of total costs
	Industrial franchising	Access to new markets, increasing the production efficiency, transfer and mastering new technologies of production	Growth in production and sales, increase in profitability
Trading activity	Mundane agreement	Joint marketing, using partner sales channels or the development of new ones	Cost optimization, increase in sales, increase in profitability
	Export (reexport)	Access to new markets, expansion, an increased market share	Increase in profitability, increase in sales
	Import (reimport)	Saturation of the market with scarce raw materials and products	Increase in profitability of realisation and improvement of the quality of material and technical support of production
	Tolling	Effective use of the available production capacity	Increase in production profitability
	Franchising	Access to new markets, development and introduction of new technologies and products	Increase in enterprise profitability, obtaining practical technological experience
Finance	Factoring	Reduction of financial risk	Raising the solvency level
	Insurance (hedging)	Decrease in financial and business risk	Attainment of funds in the case of insurance events

The main condition for cooperation of an enterprise with its partners in the format of a partnership is ensuring the purpose-oriented balance when the objectives of individual subjects do not dominate the general objectives.

The process of establishing relations with partners should be based on a system of interests and goals shared by all the participants of interaction. It is a common goal which is the key factor that ensures durability and long-term partnerships in the machine-building industry and promoting the benefits of sustainable enterprises in the market in a competitive environment.

Differences between participants in partnerships in the circumstances where their number is more than two, can sometimes determine the optimum form of a partnership in different areas of interaction in different ways, which also depends on the nature of the relationship under which the partnership will operate [10, p. 550].

The choice of the nature of a partnership, a specific partner and forms of cooperation justifies a direct agreement on a partnership that can provide various amounts of investments, involvement of employees of enterprises, development of the resource base and organizational skills directed at the support of interaction [7]. The availability of administrative abilities for implementation of a partnership at the enterprise level is very important in partnership relations. Such abilities should be directed at the formation of internally branded structural mechanisms of partnership management and determine the possibility of further extension or curtailment of partnerships, that is influence the effectiveness and efficiency of the partnership as a whole.

So, the focus of economic activity has shifted to establishing long-term and mutually beneficial relations with partners in a market economy. It is characterized by active competition between industry enterprises. Therefore, it was important to identify and describe the partnerships of enterprises and consistency of their construction.

Consequently, the main stages of the process of establishing partner relationships have been identified and substantiated. The research has found that each of the stages of forming partnerships can exist in both the autonomous and system mode. This feature provides efficiency of strategic actions and performance of interaction of enterprises in the system of forming partner relationships.

It should be noted that the formation of partnerships is determined by the willingness to cooperate – a key aspect of its feasibility. At the same time, the key issue of feasibility is the availability and access to resources, abilities, information of enterprises. These aspects of the research have shown the capabilities, objectives and nature of partnership in the machine-building industry of Ukraine.

Further research in the area of partnerships may be connected with definition of criteria and indicators for assessment and selection of partners of machine-building enterprises that ensure the effectiveness of partnerships.

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THE METHODOLOGY OF CARRYING OUT STRATEGIC CONTROL OVER THE COMPANY INTERGRATED MARKETING COMMUNICATIONS MANAGEMENT

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In the process of adapting the principles of entrepreneurship to the information society a special place is given to the development of new principles, methods and models of management of marketing communications. The main preconditions for the implementation of strategic management of integrated marketing communications have been described. The basic concepts and components of integrated marketing communications have been reviewed. The place of strategic control in the integrated marketing communications management system has been defined. A conceptual model for integrated marketing communications has been presented. Strategic management of marketing communications has been regarded as a dynamic aggregate of five interconnected stages of the managerial process. The following main stages of the process of carrying out strategic control over integrated marketing communications have been developed: strategic control over management of integrated marketing communications at the corporate level; strategic control over management of integrated marketing communications at the business level; strategic control over management of integrated marketing communications at the functional level. A model of assessing a possibility of achieving strategic goals in the sphere of managing integrated marketing communications and a model of assessing the efficiency of managerial strategies of integrated marketing communications have been offered. Advertising goals have been characterized based on the company development strategies. A matrix of the marketing communication policy efficiency has been