

DOI: <https://doi.org/10.32782/2524-0072/2021-29-48>

UDC 334.76

STRATEGIC PARTNERSHIP AS THE BASIS OF MODERN BUSINESS

СТРАТЕГІЧНЕ ПАРТНЕРСТВО ЯК ОСНОВА СУЧАСНОГО БІЗНЕСУ

Voskoboieva OlenaState University of Telecommunications
ORCID: <https://orcid.org/0000-0003-0027-1823>**Romashchenko Olga**State University of Telecommunications
ORCID: <https://orcid.org/0000-0002-3147-2022>**Воскобоєва Олена Володимирівна**кандидат економічних наук, доцент,
Державний університет телекомунікацій**Ромащенко Ольга Сергіївна**кандидат економічних наук,
Державний університет телекомунікацій

The article discusses approaches to defining the concept of "strategic partnership" and its varieties. Highlighted the main goals and objectives to be solved with the help of strategic partnerships. Determination of the main directions of interaction, means of achieving them and factors that can become an obstacle to achieving the planned. The main characteristics of strategic partnership are formulated. Two approaches to building strategic partnerships are identified, and it is also noted that obstacles to partnerships can take different forms. It has been determined that the formation of partnerships can be associated with certain risks. Certain advantages and disadvantages of strategic partnerships have been investigated, which necessitates a thorough analysis of the choice of possible partners and forms of cooperation with them, as well as compliance with certain rules of cooperation.

Keywords: strategic partnership, partnership relations, cluster formations, strategic alliances, cooperation.

Підприємства переживають глибокі постійні трансформаційні процеси в сучасних умовах глобалізації. Це сприяє формуванню нового типу партнерства, що є передумовою для розвитку стратегічних партнерств. Формування його змісту залежить від специфіки цілей та завдань, що вирішуються за допомогою стратегічного партнерства. Велика кількість переваг і позитивних результатів стратегічного співробітництва не виключає певних проблем і слабких місць, що виникають у процесі співпраці. Недоліки партнерства пов'язані з проблемою поділу влади, амбіціями та несумісністю поглядів учасників, ідеологічними відмінностями. Труднощі також можуть виникнути під час формування структури управління бізнесом. Якщо мова йде про великі суми грошей, тоді проблеми можуть виникнути і у розподілі доходу. Проте, ідеальне стратегічне партнерство вимагає систематичного «завершення» з урахуванням нових інтересів сторін, змін у внутрішньому та зовнішньому середовищі, можливих ризиків тощо. Кожна команда підприємства має своє ставлення до змін. Більш того, існує опір змінам, особливо коли команда вирішує, що зміни відбуватимуться швидше в інтересах партнерства, ніж у їх власних інтересах. Щоб збільшити ймовірність успіху змін, спочатку потрібно обґрунтувати своєчасність їх впровадження, використовуючи найпростішу інформацію, яка буде легко сприйматися і вважатися більш надійною. Таким чином, створення конкурентних переваг у сучасних умовах є стратегічним партнерством у різних формах. Саме використання цих форм надає компанії можливість посилити власні конкурентні переваги, використовувати переваги партнерів та отримати синергетичний ефект від співпраці. Все це вимагає ретельного відбору можливих партнерів та форм співпраці з ними, а також дотримання певних правил співпраці.

Ключові слова: стратегічне партнерство, партнерські відносини, кластерні утворення, стратегічні альянси, співробітництво.

В статье рассмотрены подходы к определению понятия «стратегическое партнерство» и его разновидностей. Выделены основные цели и задачи, решаемые с помощью стратегических партнерств. Определении

главных направления взаимодействия, средства их достижения и факторы, которые могут стать преградой для достижения запланированного. Сформулированы основные характеристики стратегического партнерства. Выделены два подхода к созданию стратегических партнерств. Зьясовано также, что препятствия на пути к партнерству могут принимать различные формы. Определено, что формирование партнерских отношений может быть связано с определенными рисками. Исследованы определенные преимущества стратегических партнерств и недостатки, что вызывает необходимость тщательного анализа по выбору возможных партнеров и форм сотрудничества с ними, а также соблюдения определенных правил сотрудничества.

Ключевые слова: стратегическое партнерство, партнерские отношения, кластерные образования, стратегические альянсы, сотрудничество.

Formulation of the problem. In modern conditions of globalization, enterprises are undergoing profound permanent transformational transformations. These changes contribute to the formation of a new type of partnership, which act as prerequisites and actualize the need for the development of strategic partnerships. Domestic enterprises actively use such business formats – franchising, outsourcing, joint production, cluster formations and strategic alliances, network, virtual and shell enterprises, and the like. In European countries, the practice of strategic interaction between companies is quite rich and long-lasting. However, there are some problems in ensuring the successful functioning of these types of partnerships that Ukrainian enterprises face.

Analysis of recent research and publications. The studies of A.N. Grebeshkova, N.A. Danilyuk, A.V. Dushenko, A.V. Ermolaeva, I.I. Zhovkva, N.A. Krikhivskoi, G.V. Makhovoy, B. Parakhonsky are devoted to the issues of strategic partnership. However, there is no unanimity among scientists on the scientific definition of the concept of "strategic partnership". As a result, individual international economic ties, defined as strategic partnerships, in fact are not. And the scattered relationship does not allow concentrating efforts and resources on really promising areas of international cooperation that are strategically important for the Ukrainian economy.

Isolation of previously unresolved parts of a common problem. Some authors consider strategic partnership as a system of interaction between two or more states, based on the recognition of common and/or their vision, a high level of cooperation in certain areas, mutual foreign policy support, in particular, within the framework of international organizations, the coordination of positions in crisis situations and the solution of international conflicts. It can be summed up that the concept of "strategic partnership" has occupied an important place in the practical processes of international cooperation for a long time and is characterized by its complexity and versatility.

However, at the micro level, especially for domestic practice, strategic partnership as an instrument of the socio-economic policy of enterprises has not received proper development. It should be noted that such categories as "enterprise strategy", "strategic planning", "strategic management" are filled with meaning and are actually used in domestic practice, which cannot be said about "strategic partnership". In this regard, the study of the theoretical foundations of "strategic partnership" at the micro level is very important. Moreover, according to the forecasts of experts in the coming years, most foreign innovations will be carried out precisely due to the conclusion of agreements on strategic partnerships with domestic enterprises.

The purpose of the article is to determine the features and main characteristics of strategic partnerships, as well as to summarize certain advantages and obstacles on the way to partnership in order to form the competitive advantages of enterprises in modern conditions.

Presentation of the main research material. For the first time, strategic partnerships, as a new format for business development, appeared in the 80s. The last century, mainly in countries such as the USA, France, Germany, Great Britain. A successful example of a strategic business partnership was the collaboration between Microsoft and the IBM PC, which resulted in an increase in the partners' revenue and share in the software market [3].

So, I. Tokmakova believes that strategic partnership is a system of voluntary, long-term and mutually responsible relations of an integration type between participants in economic life, which arise in the process of production, distribution, exchange and consumption of an economic product and ensure the achievement of strategic goals and lead to a synergistic increase in the effectiveness of economic activities, providing winnings to each partner [3].

In turn, A.N. Grebeshkova, V. Makhova considers strategic partnership as a way for partners to achieve joint strategic goals for the implementation of a certain competitive strategy [1].

According to B. Parakhonsky and G. Yavorskaya, strategic partnership is considered as a type of interstate relations, built in the form of a consistent system of interaction between states in the direction of implementing joint strategic tasks, interests and goals [3].

In a broad sense, a strategic partnership is a system of interaction between two or more states based on the recognition of common and / or their vision, a high level of cooperation in certain areas, mutual foreign policy support, in particular, within the framework of international organizations, coordination of positions in crisis situations and solving international conflicts [2].

In a narrow sense, strategic partnership can be built on more pragmatic principles, around the implementation of large-scale interstate projects, in particular, in trade and economic, transport and infrastructure, political, security and other sectors.

L. Chekalenko believes that strategic partnership is higher than the level of cooperation in comparison with the usual relations between those partners who do not have mutual territorial claims, but there is a mutual adherence to the principles of territorial inviolability and inviolability of borders. These are relations of partners with similar values and common roots, national interests, which recognize the obviousness and necessity of the trend of dynamic growth of bilateral trade and deepening of cooperation [7].

According to the author, strategic partnership should be considered as a set of economic relations on a voluntary contractual basis regarding the implementation of certain activities based on the pooling or distribution of resources, responsibility and risks in order to protect and strengthen competitive positions in the market and ensure a positive economic result [3].

N.M. Rakutina believes that at the regional level, strategic partnership is a long-term voluntary and mutually beneficial cooperation based on the pooling of resources, competencies, knowledge and abilities of its subjects, contributes to the achievement of the most effective activities of the subjects of partnership and ensures stable socio-economic development of the region [3].

At the interstate level, according to I.I. Zhovkva, strategic partnership acts as a special instrument of the state's foreign policy, with the use of which it coordinates its actions in the international arena with other states; interaction in the use of this tool and the coincidence of the strategic national interests of two or more states in several areas lead to the emergence of a special type of interstate cooperation between them [4].

In general, partnership is a broad and complex category that is currently not clearly defined and can be applied in different ways. If we follow the well-known "theory of stakeholders", then the main contact audiences for establishing partnerships, whose interests affect the activities of the enterprise, are: the owners of the enterprise; employees of the enterprise; business partners; local community and government agencies.

Filling the strategic partnership with specific content depends on the specifics of the goals (Figure 1) and the tasks solved with its help. For relations of strategic partnership, it is necessary to determine the main directions and goals of interaction, means of achieving them, stages of implementation, preventing factors that can become an obstacle to achieving the planned.

Companies can cooperate within the industry in which they operate, or other industries, resource or product markets.

Strategic partners can be selected from domestic and foreign firms. At the same time, both firms of equal size and firms become partners, differing in scale and market coverage. Strategic partnerships are often an effective way for small firms (especially those involved in advanced technology) to enter new markets with their unique product.

So, strategic partnership is a specific model of enterprise development by attracting and using the knowledge and abilities of third-party organizations to achieve strategic goals and acquire (and/or strengthen the acquired) competitive advantages.

The main characteristics of strategic partnerships are as follows:

- long-term interaction of partners to achieve a common goal by complementing each other;
- implementation of joint highly profitable projects;
- the least legally restricted way of entering the market;
- the ability of a partner to make a free choice for making managerial decisions oriented to the future.

The partners can be both equal and organizations of different sizes of business and market coverage.

There are two approaches to creating strategic partnerships: vertical and horizontal association.

When creating a vertical partnership, the leadership of the organization must solve the classic problem: "make or buy". To do this, it is necessary to make a well-grounded management decision: merging with another enterprise for the production of components for the produc-

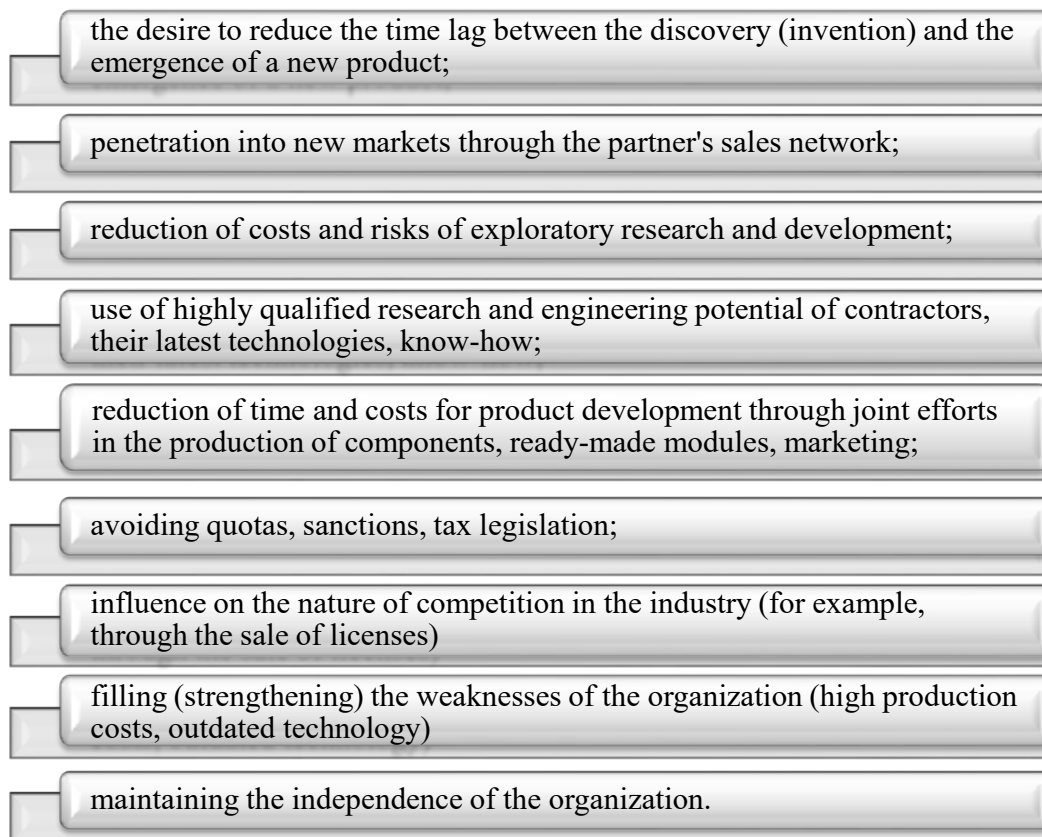


Figure 1. Strategic objectives [4; 5; 6; 7]

tion of products or its purchase on the market from external manufacturers. It is in such cases that vertical partnerships seem to be the most acceptable solution [3].

Horizontal strategic partnerships are formed between organizations to expand sales by creating a single distribution chain. Strategic partnerships can take many forms (Figure 2).

The strategic nature of partnership between enterprises is determined by:

- the presence of a common strategy for partners to achieve a specific goal;
- the uniqueness of the contribution of each partner to the achievement of a common goal;
- distribution between partners of responsibility for success in creating a competitive advantage for the participants in the partnership [3].

So, the basis of partnership, the cooperation of organizations comes to the fore through the partial coincidence of their interests and the realization that competition between them will not give special advantages even to the winner. The advantages of cooperation are chosen by companies of various organizational and legal forms, which are subjects of small, medium and

large businesses operating in various regional and sectoral markets [4, p. 26].

A large number of advantages and positive results of strategic cooperation does not exclude certain problems and weaknesses that arise in the process of cooperation. Effective cooperation of the activities of independent companies is a difficult task (given their different motivations and goals, which are sometimes contradictory). The independence of partners can lead to suboptimal

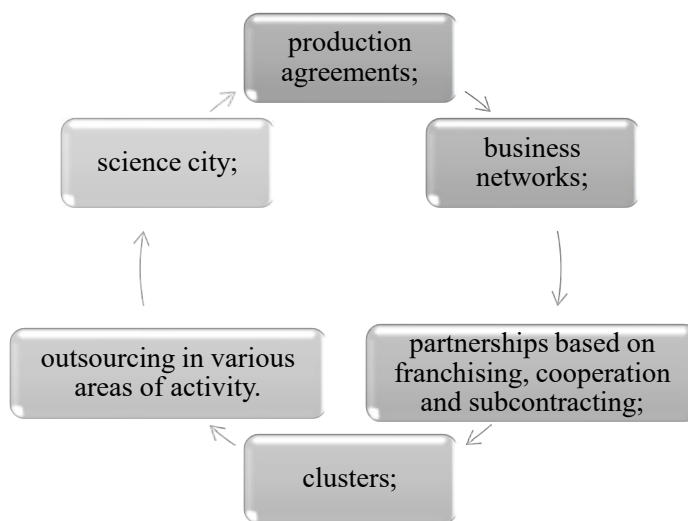


Figure 2. Forms of horizontal strategic partnerships

decisions to revise strategic cooperation. Linguistic and cultural barriers should also be considered.

Strategic partnership should inspire success, the basis of which will be the opportunity to obtain certain advantages (Figure 3), to achieve a qualitatively new state of the enterprise.

Disadvantages of partnerships are primarily associated with the problem of separation of powers, ambitions and incompatibility of the views of the participants, ideological differences. Inconsistent policies can lead to irreversible negative results for both sides. Also, difficulties may arise in the formation of a business management structure [5]. Distribution of income can also be problematic when it comes to large sums of money. So, partnership interaction can be complicated in a certain political, economic or cultural environment.

Barriers to partnership can take many forms [6]:

- on the part of public opinion – skeptical or biased attitude, overestimated expectations, exceeding real possibilities, etc.;

- due to limited personal capabilities of people who will lead the partnership: insufficient skills in building and managing a partnership, limited internal or external powers, too narrow specialization, insufficient faith in the effectiveness of the partnership;

- due to the limited organizational capabilities of partner organizations, a conflict of priorities and competition may arise;

- on the part of external constraints, such as local social, political and economic conditions, the scale of the problems and (or) the speed of change, the inability to access external resources.

Thus, the formation of partnerships can be associated with certain risks (Figure 4).

Only choosing the right approach and adhering to certain requirements will guarantee successful business cooperation.

Strategic partnerships will be an excellent tool and a way to increase income if the following points are observed:

- definition of a specific goal, objectives and desired results of cooperation;

- initial distribution of powers, responsibilities and income;

- making a decision on the possibility of a partner's participation in another business;

- monitoring of financial indicators in the process of cooperation, and is a test of effectiveness.

Today, few can boast of a perfect strategic partnership, because it must be systematically “completed”, taking into account the new interests of the parties, changes in the internal and external environment, possible risks, and the like. Each team of the enterprise has its own attitude to changes. This should take into account the “effect of ownership” – people tend to value what they have, if there is no good reason to change, they have a natural tendency to listen and seek evidence so as not to make changes. There is generally resistance (overt or implicit) to change, especially when the collective decides that change will happen faster in the interests of the partnership than in their own. To increase the likelihood of successful changes, it is necessary first of all to argue the timeliness of their implementation, using information as simple as possible, it will be easily perceived and consid-

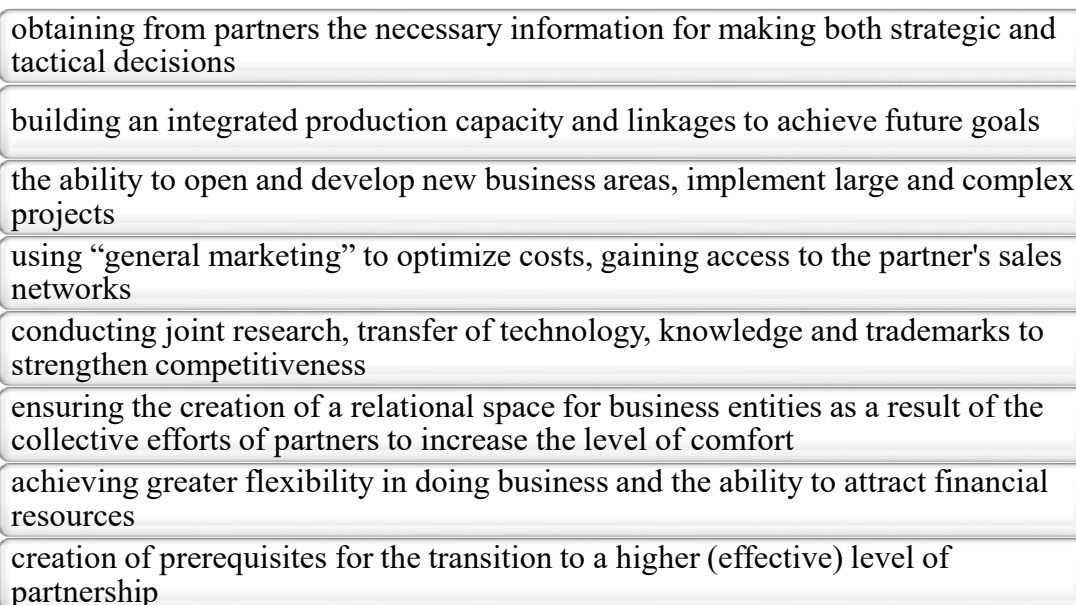


Figure 3. Benefits of strategic partnerships

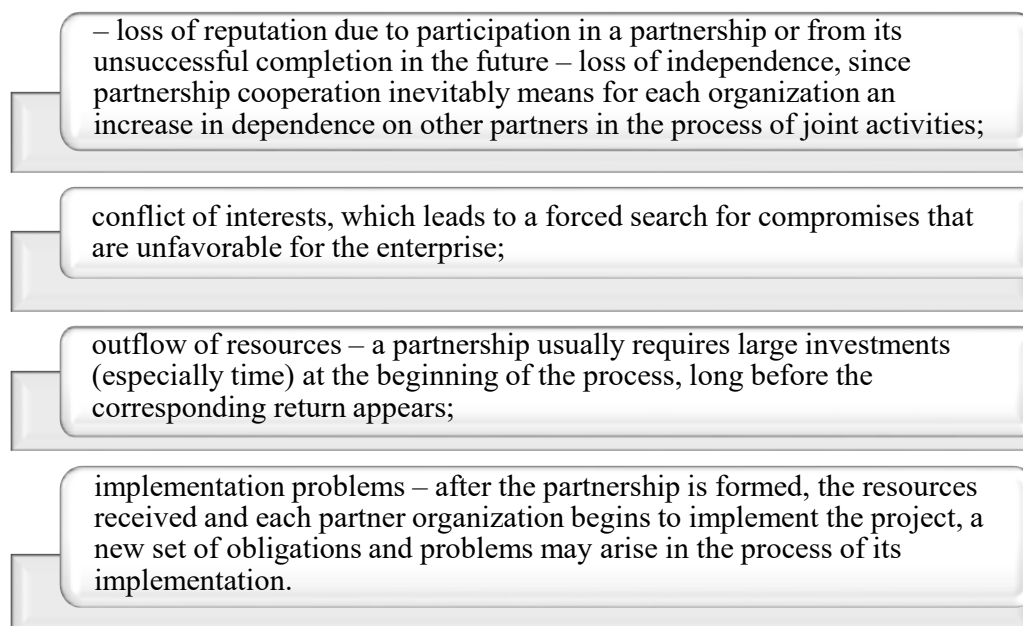


Figure 4. Risks of forming partnerships

ered more reliable. It is important to organize group discussion of changes, group decision making. Groups of workers become supporters of change when they understand and share their need, have the opportunity to speak out and be heard, when their opinions and suggestions are taken into account. At the same time, it is appropriate to use one of the methods of practical psychology – reframing, which will change the views, thoughts, vision and perception of the team of strategic partnership as a future picture of long-term and effective cooperation in the face of increasing competition for leadership

Conclusions. So, in modern conditions, one of the most expedient ways to create competitive advantages is strategic partnership in various forms, the use of which provides an enterprise with the opportunity not only to strengthen its competitive advantages, but also to use the advantages of partners and obtain a synergistic effect from cooperation. But, it should be noted that partnerships have certain drawbacks and associated risks. This necessitates a thorough analysis of the choice of possible partners and forms of cooperation with them, as well as compliance with certain rules of cooperation.

REFERENCES:

1. Zhovkva I.I. (2003) Modeli strategichnogo partnerstva [Strategic partnership models]. *Aktualjni problemy mizhnarodnykh vidnosyn*, vol. 41, ch. II, pp. 32–38.
2. Chekalenko L. (2006) Zovnishnja polityka Ukrainy: pidruchnyk dlja studentiv vyshhykh navchalnykh zakladiv. Kyiv: Lybidj, 355 p.
3. Danyljuk M.O., Krykhivs'ka N.O., Danyljuk-Chernykh I.M. (2020) Strategichne partnerstvo sub'ektiv ghospodarjuvannja z pozycij povedinkovoji ekonomiky [Strategic partnership of business entities from the standpoint of behavioral economics]. *Naukovyj visnyk Uzhghorodskogo nacional'nogho universytetu*, no. 29, pp. 41–46.
4. Jermolajev A.V., Parakhons'kyj B.O., Javors'ka Gh.M., Reznikova O.O. (2012) Jevropejs'kyj proekt ta Ukraina [European design and Ukraine]: monohrafiya [a monograph]. Kyiv: NISD, 192 p.
5. Ghrebeskova O.M., Makhova Gh.V. (2016) Proektnyj pidkhid do formuvannja strategichnykh partnerstv pidpryjemstv [Project approach to the formation of strategic partnerships of enterprises]. *Zbirnyk naukovykh prac ChDTU*, no. 22, pp. 23–27.
6. Selez'njova Gh.O. (2019) Osoblyvosti strategichnykh partnerstv u suchasnykh umovakh ghospodarjuvannja [Features of strategic partnerships in modern business conditions]. *Ekonomika i suspil'stvo*, no. 20, pp. 372–376.
7. Poljakova O.M., Dushenko A.V. (2019) Osoblyvosti rozvytku strategichnykh aljansiv i partnerstv na zaliznychnomu transporti Ukrainy [Features of development of strategic alliances and partnerships on the railway transport of Ukraine]. *Visnyk ekonomiky transportu i promyslovosti*, no. 66, pp. 37–45.

СПИСОК ВИКОРИСТАНИХ ДЖЕРЕЛ:

1. Гребешкова О.М., Махова Г.В. Проектний підхід до формування стратегічних партнерств підприємств. *Збірник наукових праць ЧДТУ*. 2016. Випуск 22. С. 23–27.
2. Данилюк М.О., Крихівська Н.О., Данилюк-Черних І.М. Стратегічне партнерство суб'єктів господарювання з позицій поведінкової економіки. *Науковий вісник Ужгородського національного університету*. 2020. Випуск 29. С. 41–46.
3. Європейський проект та Україна : монографія / А.В. Єрмолаєв, Б.О. Парахонський, Г.М. Яворська, О.О. Резнікова [та ін.]. Київ : НІСД, 2012. 192 с.
4. Жовква І.І. Моделі стратегічного партнерства. *Актуальні проблеми міжнародних відносин*. 2003. Вип. 41. Ч. II. С. 32–38.
5. Полякова О.М., Душенко А.В. Особливості розвитку стратегічних альянсів і партнерств на залізничному транспорті України. *Вісник економіки транспорту і промисловості*. 2019. № 66. С. 37–45.
6. Селезньова Г.О. Особливості стратегічних партнерств у сучасних умовах господарювання. *Економіка і суспільство*. 2019. Випуск 20. С. 372–376.
7. Чекаленко Л. Зовнішня політика України : підручник для студентів вищих навчальних закладів. Київ : Либідь, 2006. 355 с.