

Щодо дослідження чинників, які визначають можливі погрози з боку промислових покупців слід віднести: темпи зростання галузі, в яких діють підприємства-покупці; зміни частки ринку підприємств-покупців на відповідному ринку; збільшення концентрації покупців.

При аналізі конкуренції в галузі розглядають важливість продукції галузі для покупця та диференціацію продукції, ці характеристики галузі можуть бути витоками ризику. Оскільки продукція борошномельних підприємств є стандартизованою, недиференційованою, має значну питому вагу борошна в продукції промислових споживачів, перелічені особливості мінімізують загрози ризику.

Щодо кінцевих споживачів, чинниками ризику можуть бути: зміна попиту через зміну переваг покупців; суспільні тенденції, що зміщують базові потреби споживачів; зменшення платоспроможності; з'явлення замінників на продукцію; демографічні зміни (загальний темп зростання населення, його розподіл за віковими групами, рівнями доходу та демографічними показниками).

Серед перелічених чинників, а саме: зміна попиту через зміну переваг покупців; суспільні тенденції, що зміщують базові потреби споживачів; зменшення платоспроможності; з'явлення замінників на продукцію, через нееластичність попиту на борошно не мають значення на даному ринку. Зостається лише чинник демографічних змін, який визначає майбутній обсяг цього сегменту споживачів.

Не менш важливою складовою зовнішнього середовища на рівні завдання є постачальники, до чинників ризику яких слід віднести: збільшення концентрації постачальників; зміни частки ринку підприємств-постачальників на відповідному ринку; зміни цінової політики основних постачальників підприємства; зміни якості поставок основних постачальників підприємства; поява нових постачальників на ринку.

Крім визначених сегментів зовнішнього середовища на рівні завдання на стратегічні ініціативи фірми певною мірою впливають фактори, що визначають загальну ситуацію в галузі. Представляє інтерес той факт, що останнім часом через домінування підходу М. Понтера згадані фактори майже перестали враховувати в стратегічному аналізі. Проте проведене нами вище дослідження доводить їх важливість у даній галузі. Пропонуємо крім факторів, що характеризують сегменти зовнішнього середовища на рівні завдання, розглянути ще й фактори, які визначають загальну ситуацію в галузі.

Таким чином, з урахуванням специфіки борошномельних підприємств встановлено специфічні тенденції розвитку цих підприємств та визначені чинники за якими необхідно здійснювати моніторинг в процесі управління стратегічними ризиками.

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STAGES AND TECHNOLOGY IN DEVELOPING A STRATEGIC PARTNERSHIP

The article is devoted to analysis of interests that stimulate a private partner to joint activity with the state and advantages they obtain from realization of projects. The article identifies potential and basic advantages of the use of the form of the partnership, such as co-development/ marketing, joint distribution, franchises, equity participation, joint ventures when realizing some projects.

Key words: *partnership, private partner, state, interests, strategies, advantages.*

Impacts of the global economy are now felt in every sector of the economy. There is a new set of social economic and political issues influencing business and there is the need for flexibility, adaptiveness, renewed emphasis on leadership, people-based approaches and learning. Capital is scarce, management is under pressure and high quality talent is in short supply. In fact, the business environment has changed so fundamentally, that there is a need to fundamentally change the way relationships between customers and suppliers are managed, both internally and externally.

Partnering is a subject which offers significant opportunity to improve an organization's business prospects. Increasing numbers of business consider partnerships as being core to their strategies. The co-operative relationships in partner organizations help to gain new technology, knowledge and competencies, share risks, extend their commercial «reach», open new markets and segments and move quickly to take up new commercial opportunities. [1-3].

The terms «strategic partnering», «strategic partnerships» and «strategic alliances» are quite important and underlying universal principles, concepts, practices, attitudes and behaviours. Project partnering and alliancing is similarly based on the same principles and practices but differ in scope and time frame.

Strategic alliance means «a co-operative arrangement between two or more parties that forms part of those parties, is consistent with their overall strategies and contributes to the achievement of their major goals and objectives. The co-operative process is based on the open sharing of information, sharing common goals and objectives and working within an environment of trust and teamwork» [1, p. 3-4].

It is important to investigate the different categories, such as:

- project partnering;
- project alliances;
- strategic partnering (alliancing).

Project partnering applied once construction projects (building and construction industries) were bid and won in open tender competition and the partner was selected on the basis of price. Thus, the project partnering approach focuses on «putting the handshake back into business» once the partner had been selected [1, p. 3-4]. Essential elements of partnering in the construct industry were: commitment from all parties; shared mission and common objectives; teamwork; joint implementation including conflict resolution; effective review and evaluation of relationships.

Project Alliances are becoming popular in both the private and public sectors. Project Alliances are usually focused around a particular project of high complexity or large in scale, which has a specific time frame. therefore such co-operative relationships between partner organizations a fairly limited application at present time.

Strategic partnering (alliancing). The term «strategic partnership» tends to be used for relationships between customers and suppliers, whilst the term «strategic alliances» tends to be used for relationships between suppliers of like or unlike products and services servicing the same market sector. The main aspects this form of relationship are: application in the private sector; using as the hierarchical management style gives way to the collaborative network organization; making tentative use in internal customer and supplier arrangements.

The strategic partnering process includes the way partners are chosen and the way relationships are developed and managed. The process of management and strategic partnership needs to be flexible so it can adapt to particular situations.

Partnerships often cross industry, country and regional boundaries, and require specialist input on local issues that arise. Whilst partnerships may face common issues, the solutions and paths to success are all very specific to the organizations involved and the overall context. A strategic partnership involves some shape of formal agreement between two (a bilateral partnership) or more (a network partnership) parties that have agreed to share finance, skills, information and/or other resources in the pursuit of common goals.

There forms integration of business processes are:

- co-development/ marketing;

- joint distribution;
- franchises;
- equity participation;
- joint ventures [2, p. 2].

The weaknesses of partnership forms are shown in table 1.

Table 1

The weaknesses of partnership forms

Project partnering	Project Alliances	Strategic partnering (alliancing)
1) lowest-bid tender selection is an inferior selection process; 2) fundamental goals are misaligned – self-interest is not the same as «best-for-project» interest; 3) low price tenders stifle creativity and innovation; 4) short-term or non-strategic approach to relationship	1) costly and time consuming partner selection process; 2) costly and time consuming development process for the agreement; 3) reticence in parts of the public sector to accept the process up front as complying with best-value objectives; 4) the increased need for probity checks throughout the process, particularly in the public sector; 5) the reluctance to accept the need for the extensive effort to develop and maintain deep trusting and enduring relationships	1) a lack of appreciation of the critical significance of effective human relations to produce high levels of performance 2) a lack of knowledge and skill in developing the essential relational skills, behaviours and attitudes 3) a lack of confidence in the power and effectiveness of non-legal relational agreements; 4) a lack of persistence to ensure that complete alignment of vision, objectives and principles is achieved throughout the relationship

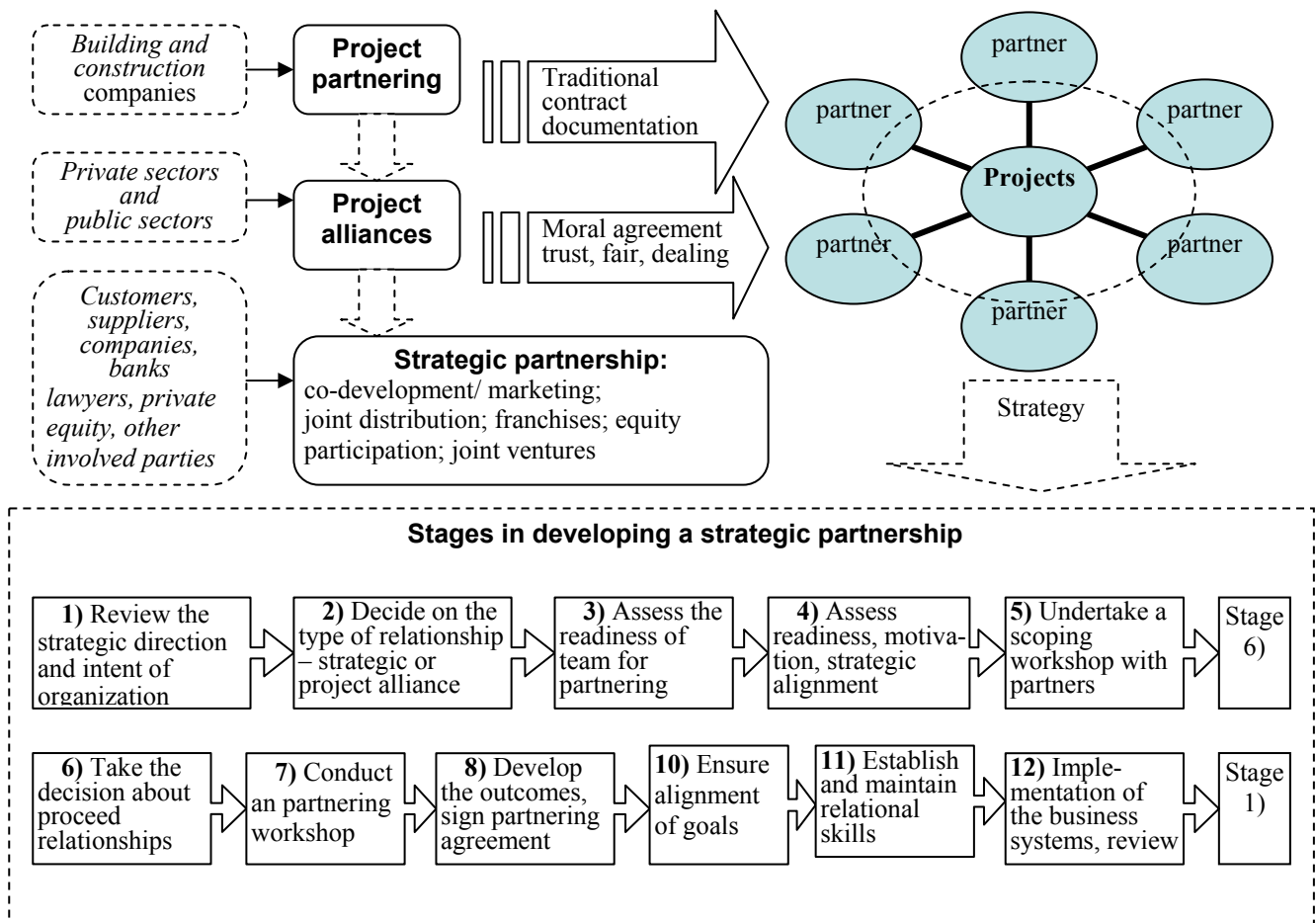


Figure. 1 Stages and technology in developing a strategic partnership

Strategic Partnering is a modern business strategy that will prove effective in these times of complexity, network organizations and social system change. A strategic partnership involves some shape of formal agreement between two (a bilateral partnership) or more (a network partnership)

parties that have agreed to share finance, skills, information and/or other resources in the pursuit of common goals. They come in various forms, as the illustration below demonstrates [1].

Potential partners can be found in an increasingly diverse set of industries as technology, economic and demographic change facilitates, if not compels, greater collaboration. Media companies, for example, work increasingly closely with financial services providers as new forms of monetization of content become both a survival activity and the business model of the future; retail brands offer access to new demographics for media companies seeking new audiences; technology companies provide the infrastructure that may facilitate the increasingly targeted nature of advertising (figure 1).

The stages in developing a strategic partnership are:

1. Review the strategic direction and intent of organization.
2. Decide on the type of relationship – strategic or project alliance.
3. Assess the readiness of team for partnering: attitude, culture, beliefs, capability, resourcing.
4. Assess readiness, motivation, strategic alignment of partners.
- 5 Undertake a scoping workshop with partners: review current and future states; establish the characteristics of relationships; agree on the elements of a strategic alliance agreement.
6. Take the decision about proceed relationships.
7. Conduct an alliance/partnering workshop to clarify: principles of operation; commitments of partners; development of integrated team approach; commercial arrangements.
8. Develop the formal agreement outcomes: commercial arrangements specifying: risk, reward, targets, performance evaluation, remuneration, operational framework detailing the structure; Sign partnering/alliance agreement
10. Ensure total alignment of goals/objectives of the: lead team, alliance teams, roles and accountabilities.
11. Establish and maintain relational skills, alliance/partnering support: alliance or partnering managers; communications strategy; measure performance; balanced scorecard assessment.
12. Implementation of the business systems, short-term/long-term processes, review and evaluation of performance outcomes, relationships, skill development and management, information management systems

Corporate strategy development, including assessments of the role of partnership vehicles in achieving strategy. The principles, concepts and processes of strategic partnering are universal, but the form is flexible and should be developed and modified to suit the circumstances and the situation:

- quantification of the value proposition from the development of a partnership in aggregate and to the partners;
- partner assessment and selection using a range of criteria (such as financial, operational, or culture fit);
- partnership business plan and financial model development;
- partner approaches – advice on legal structure and basis of negotiations (heads of terms) communications and stakeholder management;
- specialist advice that shape the corporate and/or contractual structure, location, financial flows, reporting, financing, rights and exit strategy. Examples include: financing (capital requirements, security issues, sources, structures, dividend policy); currency exposure, valuation, tax optimization; corporate governance, merger control and competition issues; legal (e.g. legal structure of the venture, asset contributions and valuations, management structure, IP ownership and licensing, warranties, indemnities and liabilities; transfer pricing and accounting issues (including audit provisions);
- further assessment of the value proposition to the partners, anticipating the questions and issues raised during the negotiation (e.g. through financial modelling and scenarios analysis;
- development of negotiation approach, including timetable and roles;

- financial, commercial, operational and legal due diligence of partners;
- governance on information disclosure (subject to competition law) and decision-making process – who decides, when and on what basis;
- rehearsals and framing negotiations;
- communication to stakeholders within and outside the partnership during negotiations, and on ongoing basis (if negotiations successful);
- advice on management structures, roles, culture and reporting lines;
- establishment of delivery model – IT, property, HR – including interfaces with parent organizations;
- relationship management within owners and third party stakeholders;
- delivery & monitoring, including financial and risk reporting, financial payment scheduling;
- establishment of regular reviews to assess progress and make changes as required;
- structuring of dispute resolution processes

Conclusions. Strategic partnership is based on the co-operative relationships that exist between partner organizations, in particular, those boundary-spanning personnel who share goals, objectives and have common agreement on norms, work roles and the nature of social relationships.

Such co-operative relationships can help organizations gain new competencies, increase their commercial «reach», share resources and risks, and to move more quickly to take up new opportunities. However, these partnerships will fail to meet expectations, if too little attention is given to developing and maintaining relationships and interpersonal connections that unite the partnering organizations. Strategic partnerships can only be effective when the role of people and their importance in the management of inter-organizational relations. In fact, the human systems must be at least as well developed as the organizational systems. So strategic partnering is a business approach that is fundamentally based on inter and intrapersonal relationships.

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THE LEADER'S MANAGEMENT CULTURE AS A CONDITION OF THE TEAM'S EFFICIENCY

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УПРАВЛІНСЬКА КУЛЬТУРА КЕРІВНИКА ЯК ЗАПОРУКА ЕФЕКТИВНОЇ РОБОТИ КОЛЕКТИВУ

Issues dedicated to the team's efficiency and the leader's impact on the social-psychological state in the team, the significance of following professional ethics and culture in the professional activity of the leader as well as of the members of the whole staff have been analyzed in the current article.