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ORGANIZATION OF STRATEGIC PARTNERSHIP IN THE SUPPLY CHANNEL

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The article is devoted to the organization of partnerships in the supply channels based on the network structures of the organization of the activities of enterprises. It is established that since partnerships are inherently dual relationships between market participants, the main problem is the formation of such cross-cutting relationships in the supply and distribution channel. One of the ways to solve this problem is to provide one of the enterprises included in the channel, which is based on the network structure of the business organization, with the functions of the enterprise-integrator of this channel. Such functions are: analysis of the functioning of the supply channel; providing advice to participating enterprises on balancing their interests and the channel as a whole; the formation of sustainable partnerships between them. The key role of the integrator of such a channel as an enterprise, which ensures its stability and adaptation to changing market conditions, has been determined. The sequence of stages of development of the interaction strategy in the supply channels based on partnership marketing with the allocation of the integrator-enterprise is formed. It is emphasized that when forming the channel, it is necessary to determine not only who will be the integrator-enterprise, but also the rational circle of participants in the channel to sell target products based on marketing partnerships. Since the ability of the channel to function sustainably depends on the ability of the enterprise-integrator to interact directly with other enterprises-participants of the channel, it is proposed to use the degree of influence of the enterprise on other participants of the channel as the main criterion for choosing an enterprise-integrator. It is proposed to assess this degree of influence through the direct or indirect interdependence of the participants in such a channel. The methodology for selecting an integrator of a supply channel based on the analysis of direct and indirect connections between enterprises of this channel is justified. The proposed methodology for selecting an enterprise-integrator was tested on the example of a supply channel of industrial products for mining engineering enterprises and the mining industry.

Keywords: supply and distribution channel, partnership, interdependence, integrator.

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Statement of the problem

At the beginning of the twenty-first century, the concept of traditional transactional marketing as an independent area of research was finally separated into partnership marketing. The theory of marketing partnerships arose and was formed by European economists. It corresponds to the stable European traditions of the long-term relationship between the consumer and the producer (supplier) of goods [1]. At the same time, partnerships are

inherently dual relationships.

At the same time, the highest form of early relations between the consumer and the producer (supplier) of goods is vertically integrated structures of supply and distribution channels, which have a single coordination center, which ensures strict integration of participants in such a channel. At the same time, the flexibility of the enterprises participating in the chain is lost.

In recent years, the network structures of the organization of enterprises have become increasingly

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widespread, which allows them to quickly reorient to new market segments, participate in several supply and marketing channels. But such a business organization complicates the formation of long-term partnerships between participants in each of these channels.

Thus, the task of organizing a strategic partnership in the supply and distribution channel, which is formed on the basis of network structures, taking into account the goals of each participant is an urgent marketing problem.

Analysis of recent research and publications

Partnership marketing is based on the concept of creating a value chain that was substantiated in the research of M. Porter and M. Kramer [2]. This value chain is the basis of the supply and marketing channel that addresses the needs of the end-user.

F. Kotler's research [3] of partnership marketing has shown that the formation of long-term relationships and the creation of a real consumer interest in it are very important for building competitive marketing strategy. Quite simply, the issue of long-term relations is resolved within the framework of vertically integrated supply channels, which is subordinated to the central structure that coordinates its activities. At the same time, according to the theories of strategic management of the enterprise, the main direction of marketing development is the formation of network structures [4-6]. In a network organization, the transactional form of marketing is suitable for functioning in one or more segments, but it does not involve long-term relationships. Therefore, the formation of a strategy for the interaction of such enterprises in the supply and marketing channels based on marketing partnerships is promising.

Enterprises that are at different levels of the channel try to achieve a synergistic effect by connecting the processes that occur in them with the processes of other channel participants. This provides for some coordination within such a channel. Such coordination cannot be carried out by some kind of «superstructure,» but requires the allocation of such a coordinator (integrator) from the participating enterprises of the supply and marketing channel that ensures its formation and long-term sustainable functioning. The same conclusion is reached in the work of the [7], which explores the problem of monitoring, forecasting the development and purposeful formation of dual marketing relations between enterprises.

The research [8] indicates that the enterprise-integrator should be an enterprise that is able to coordinate and focus the activities of all business entities to the maximum final result. General recommendations on the choice of the integrator enterprise are provided, but the ability to assess its

ability to coordinate the activities of various links through the supply and sales channel is not described. Therefore, the problem of justifying the choice of the enterprise-integrator of the supply and marketing channel is urgent.

Purpose of the article

The purpose of the article is to develop a methodological approach to the choice of the enterprise-integrator of the supply and marketing channel through the analysis of the interdependence and relationships of its participants.

Statement of the basic material of the research

Long-term supplier-consumer relationships require continuous monitoring and the development of coherent marketing policies to prevent conflicts of interest and gain mutual benefit from their relationships. The integrator enterprise in the network organization of the supply and marketing channel can be defined as the enterprise-participant of the channel, which has the greatest degree of influence on other participants and performs the functions of environmental research and coordination of all channel participants to obtain additional benefits. The implementation of these functions by the integrator enterprise takes place through the provision of recommendations to each of the channel participants.

In practice, the production and delivery of products to the final consumer is a process involving groups of enterprises, which usually specializes in performing specific types of work or services. They interact with other companies for the production of the final product, its delivery to the consumer and subsequent service support. Such interaction can occur in various marketing forms – from one-time transactions to close cooperation. The presence of links with pairwise coordination of enterprises in different sections of the supply and distribution channel does not provide an immediate response to changes in circumstances in the interaction of individual units of the channel. Under these conditions, the integrator must ensure the integration of the physical and marketing channels.

The idea is that the cooperation of the integrator and other business entities can organize the functioning of the entire supply and marketing channel on the basis of flexible partnership marketing, which will allow:

- define the general perspective and ensure the sustainability of supplies;
- assess the status and risks of the relationship throughout the channel;
- achieve system openness for all channel participants;
- clarify the technical vision of the problems for the partnership participants;
- increase the flexibility of the partnership;

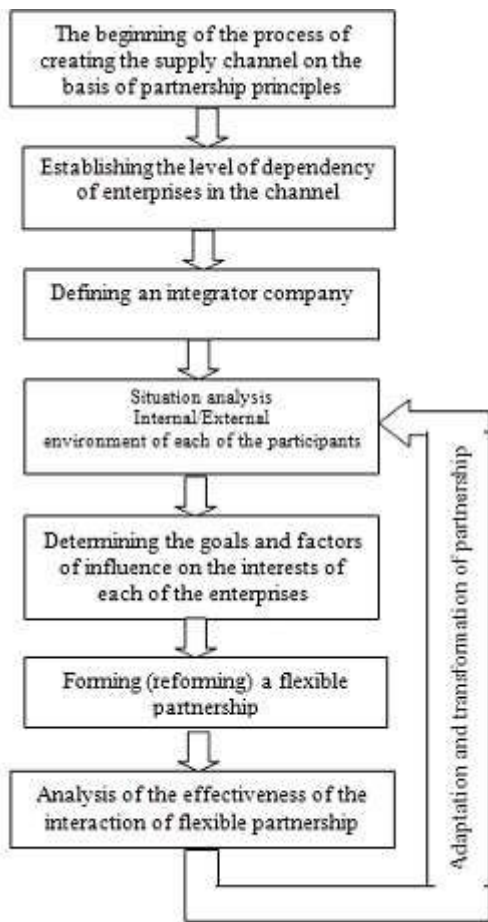


Fig. 1. Stages of strategy planning in supply and marketing channels based on partnership marketing

– initiate reformatting of the channel to increase the efficiency of its operation.

Summarizing the above, we can present the general sequence of interaction strategy development based on the allocation of the integrator company in the form of a sequence of stages of strategy planning in supply and marketing channels based on marketing partnerships, as shown in Fig. 1.

It should be noted that not always such an enterprise should be a producer of the final product. Quite typical is the case where the supply and distribution channel is an extensive system of relationships, and the closest interaction with the end user during the operation of the final product occurs with a company specializing in the production of basic components that are critical to the final product and their service.

Obviously, the higher the influence of an individual participant on the contractual relationship in the partnership, the more opportunities company has to implement the functions of an integrator, because he has higher economic power in the vertical partnership than other channel participants.

It should be noted that partnerships are ultimately based, as a rule, on the economic benefits

of participants in such partnerships. Such benefits can be calculated by manufacturers/suppliers/consumers of products based on an analysis of the impact of marketing strategies on the internal environment of the enterprise, as was done, for example, in [9].

At the first stages of formation, it is necessary to decide on two main tasks – to determine who will be an integrator enterprise and a rational circle of participants in the supply channel based on marketing partnerships. Since the ability of the channel to operate sustainably depends on the ability of the integrator company to interact directly with other companies participating in the channel, it is proposed to use the degree of influence of the enterprise on other participants in the channel as the main criterion for electing the integrator enterprise.

In fact, vertical partnership is a coherent chain of interaction between enterprises. Such interactions cause dependence of each participant on the elements on the previous elements for him (supplier of raw materials, services, etc.) and from the subsequent (the consumer of his products). This nature of interaction allows to assess the degree of influence of an enterprise on a partner by determining the degree of its dependence on that enterprise.

The degree of dependence, as the main indicator of the identification of the integrator, is a complex indicator. It is proposed to calculate the degree of dependence by assigning points to its determinants by the method of expert assessment taking into account the quantitative values of actual indicators. The main determinants of the degree of dependence on the previous element is the differentiation and volumes of raw materials, materials purchased for production; availability of sub-test resources; costs of possible supplier changes; level of supplier concentration; the value of orders for suppliers; purchase price in relation to total costs; the impact of resource prices on the cost of goods. The main determinants of the degree of dependence on the next element are the concentration of buyers in comparison with the concentration of competing companies; volume of purchases by buyers; costs of buyers to change the supplier; requirements for the level of product standardization; buyer awareness; availability of goods-substitutes; the ratio of price and total procurement; expected consumer benefits. Each determinant of the degree of dependence on both the supplier and the consumer is calculated on a 6-point scale (from 0 - no effect to 5 - very high). Table 1 shows the indicators of the degree of dependence on the previous element of the supply channel chain, which are recommended, and table 2 – the degree of dependence on the next element of the chain.

Table 1

Indicators of the degree of dependence on the previous element of the supply chain

Marking	Determinant Name
α_1	differentiation and volumes of raw materials purchased for production
α_2	supplier awareness
α_3	costs of possible supplier changes
α_4	number of alternative suppliers
α_5	the importance of orders for suppliers in the revenue structure
α_6	the number of other industries that need the supplier's products
α_7	the cost of purchase in relation to the total costs of the enterprise
α_8	the impact of the price of the specified resource on the cost of goods / services

Table 2

Indicators of the degree of dependence on the next element of the supply chain

Marking	Determinant Name
β_1	concentration of buyers in comparison with concentration of the competing enterprises
β_2	volume of purchases by buyers
β_3	costs of buyers to change the supplier
β_4	product standardization requirements
β_5	customer awareness
β_6	demand elasticity (price/total procurement ratio)
β_7	expected consumer benefits
β_8	availability of goods - substitutes

In determining the degree of dependence of partners use quantitative values of such indicators as «costs of possible changes in the supplier», «number of alternative suppliers», «weight of orders for suppliers in the structure of its revenues», «number of other industries in need of supplier's products», «the purchase cost in relation to the total costs of the enterprise», «the volume of purchases by buyers», «the cost of buyers to change suppliers», «elasticity of demand (the ratio of price and total procurement)».

The general index of the degree of dependence of one enterprise on another is calculated as the arithmetic mean of all its determinants, which is then normalized to the unit. This degree of dependence completely determines the degree of influence of one enterprise on another.

Thus, the assessment of the overall index of the degree of dependence of the enterprise on the previous element of the supply chain – d_p , is calculated by the formula:

$$d_p = \frac{\sum_{i=1}^n \alpha_i}{5n},$$

where n – is the number of determinants.

This degree of dependence completely determines the degree of influence of one enterprise on another.

Estimation of the general index of degree of dependence of the enterprise on the following element of a supply chain – d_n , is calculated by the formula:

$$d_n = \frac{\sum_{i=1}^k \beta_i}{5k},$$

where k – this is the number of determinants.

It should be noted that the number and list of determinants can be changed depending on the industry in which the enterprise operates, the state of the external environment and the characteristics of the products on the supply of which the channel is based.

In general, the dependence of the j -th enterprise on the i -th will be indicated (the degree of influence of the i -th enterprise on the j -th) $d_{i,j}$, and the i -th on the j -th – $d_{j,i}$.

Thus, the basic matrix of the direct interdependence graph of enterprises with zero elements on the main diagonal is formed:

$$\begin{vmatrix} 0 & d_{1,2} & \dots & d_{1,N} \\ d_{2,1} & 0 & \ddots & \vdots \\ \vdots & \ddots & 0 & d_{(N-1),N} \\ d_{N,1} & \dots & d_{N,(N-1)} & 0 \end{vmatrix}.$$

In addition to direct interdependencies between the two enterprises, there may be indirect ones – through other companies that are considered for participation in the channel. Thus, when the j-th enterprise does not directly depend on the i-th, but depends on the k-th, and the k-th enterprise, in turn, depends on the i-th, then the indirect dependence of the j-th enterprise on the i-th will be calculated as $d_{(k)i,j}$:

$$d_{(k)i,j} = d_{i,k} d_{k,j} \quad (1)$$

As $d_{i,k} \leq 1$ and $d_{k,j} \leq 1$, then $d_{(k)i,j} \leq d_{i,k}$, $d_{(k)i,j} \leq d_{k,j}$.

It is noted that the numerical value of the indirect interdependence is always less than the numerical values of any of the quantities in the right side of formula (1).

In general, when the path between the vertices of the graph j and i runs through several vertices (k, l, ..., m), then the interdependence on this path can be calculated, respectively, as

$$d_{(k,l,\dots,m)i,j} = d_{i,k} d_{k,l} \dots d_{m,j} \quad (2)$$

In general, there can be several paths between the vertices of graph i and j, each of which determines the interdependence between enterprises by the formula of form (2). Let's denote the values of interdependence by these paths as $d_{(\#)i,j}$, where # is the path number. With known paths between two vertices by number (Algorithms for finding all paths between two vertices of a graph are known from graph theory (see [10])) the definition of influence between enterprises will be determined by the path that gives the maximum impact.

Thus, the element of the matrix of the graph of the complete interdependence of enterprises – $D_{i,j}$, if there are R paths between the vertices j and i will be defined as:

$$D_{i,j} = \max_{r=1,\dots,R} \{ d_{(r)i,j} \}.$$

Then the matrix of the complete interdependence of the enterprises included in the supply and distribution channels will take the form:

$$\begin{pmatrix} 0 & D_{1,2} & \dots & D_{1,N} \\ D_{2,1} & 0 & \ddots & \vdots \\ \vdots & \ddots & 0 & D_{(N-1),N} \\ D_{N,1} & \dots & D_{N,(N-1)} & 0 \end{pmatrix}.$$

Since the cumulative degree of dependencies

fully determines the degree of impact, the impact of the i-th enterprise – v_i can be estimated as:

$$v_i = \sum_{j=1}^N D_{j,i} + \sum_{i=1}^N D_{i,j} \quad (3)$$

or, through rationing on a 100 - point scale, through V_i :

$$V_i = \frac{v_i}{\sum_{j=1}^N v_j} \cdot 100. \quad (4)$$

Obviously, the company that has the greatest degree of influence, calculated by formulas (3,4), and should be defined as an integrator company. If the total degree of influence of an individual enterprise is close to 100, it is typical for the formation of a system with rigid vertical integration of the type of corporation. If the indicator approaches 0, then the relationship is competitive, or the range of companies that are planned to be involved in the channel is too wide, which does not allow to establish an in-depth partnership, so the partnership is difficult to implement.

Since the degree of dependence completely determines the degree of influence, the company that according to the analysis has the highest total score (reduced to a 100-point scale) of the degree of influence on the partners, is selected by the integrator.

Consider this technique on the example of the supply channel of industrial products for mining and mining enterprises (see Fig.2). It is a consistent channel of interaction between suppliers of raw materials, manufacturers of components for equipment, manufacturers of equipment, manufacturers of components and consumables for the functioning of equipment and mining companies. Each enterprise is either a previous or next element of the technological chain, which involves enterprises of different industries. Data processing was performed using SPSS software.

To establish the direct degree of dependence ($d_{i,j}$, $d_{j,i}$) of enterprises in the supply and marketing channels on the example of enterprises of mining engineering and mining industry, the method of expert assessments (Delphi method) was used. Experts were scientists and industry specialists, managers of specialized enterprises. The method of selecting experts for the sample of respondents is the «snowball» method. Evaluation of the reliability of the obtained results showed a high degree of agreement between the opinions of experts, as evidenced by the concordance coefficient of 0.74.

The results of the study of the degree of direct interdependence in the general supply channel on

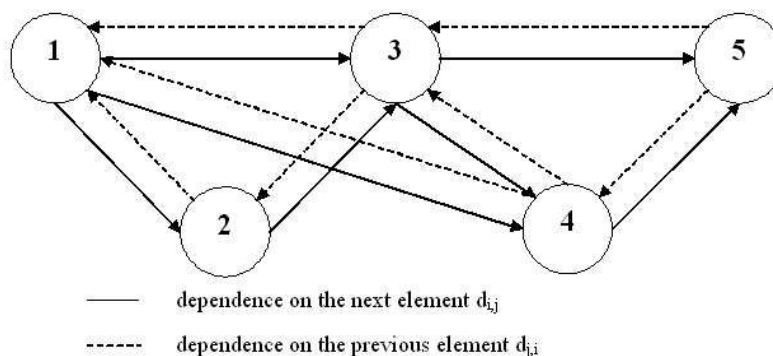


Fig. 2. The relationship of enterprises in the supply and marketing channels: 1 – suppliers of raw materials; 2 – manufacturers of components for the equipment; 3 – equipment manufacturers; 4 – manufacturers of components and consumables; 5 – consumer-enterprises (mining industry)

Table 3

Calculation of the degree of direct interdependence in the common supply channel on the example of mining industries

			Channel (degree of dependence, number of points)				
			Suppliers of raw materials	Suppliers of raw materials	Suppliers of raw materials	Suppliers of raw materials	Suppliers of raw materials
			1	2	3	4	5
Channel (degree of dependence, number of points)	Suppliers of raw materials	1	0	0.4	0.5	0.5	0
	Manufacturers of components for equipment manufacturing	2	0.2	0	0.5	0	0
	Equipment manufacturers	3	0.2	0.7	0	0.7	0.6
	Manufacturers of components and consumables	4	0.2	0	0.6	0	0.8
	Mining industries	5	0	0	0.5	0.9	0

the example of the mining industry and mining engineering are given below in table. 3.

Now we define the elements of the matrix of the graph of complete interdependence of enterprises – $D_{i,j}$ and $D_{j,i}$ taking into account the set of paths between the vertices j and i (see table 4).

The analysis revealed that the greatest dependence in the partnership on the example of mining engineering and the mining industry is manifested by the enterprise for the production of components and consumables. Given that producers

of mining equipment, mining companies, equipment manufacturers and suppliers of raw materials and supplies are usually members of several channels at the same time where they can be both as an integrator of the partnership and as a partner without authority enterprise-integrator, this creates a lack of close dependence between these partners. However, the importance and degree of influence of enterprises that produce consumables and components in the overall value chain of mining products is growing. Servicing enterprises with consumables and

Table 4

Calculation of the degree of complete interdependence in the common supply and marketing channel on the example of mining industries and mining engineering enterprises

		Channel (degree of dependence, number of points)					$\sum_{j=1}^N D_{j,i}$	
		Suppliers of raw materials	Suppliers of raw materials	Suppliers of raw materials	Suppliers of raw materials	Suppliers of raw materials		
		1	2	3	4	5		
Channel (degree of dependence, number of points)	Suppliers of raw materials	1	0	0.4	0.5	0.5	0.4	1.8
	Manufacturers of components for equipment manufacturing	2	0.2	0	0.5	0.35	0.3	1.35
	Equipment manufacturers	3	0.2	0.7	0	0.7	0.6	2.2
	Manufacturers of components and consumables	4	0.2	0.28	0.6	0	0.8	1.88
	Mining industries	5	0.18	0.378	0.5	0.9	0	1.958
$\sum_{i=1}^N D_{i,j}$			0.78	1.758	2.1	2.45	2.1	Σ
The general degree of interaction $V_i = \sum_{j=1}^N D_{j,i} + \sum_{i=1}^N D_{i,j}$			2.58	3.108	4.3	4.33	4.058	18.376
Total impact of participants (per 100 points scale)			14.04	16.91	23.40	23.56	22.08	100

components is not a profile task for producers of mining equipment. As a result, the degree of dependence of partners on service enterprises for the production of consumable tools and components is high. Therefore, the formation of vertical partnerships based on the allocation of the enterprise-integrator of the service enterprise for the production of consumable tools is the most rational

The flexible approach to supply chain management aims to create a flexible structure and process for serving consumer demand in a changing market, although in many ways this simply repeats the methods of any organization that is determined to respond to customer requirements.

The behavior of complex adaptive systems, such as deep partnerships, cannot be predicted accurately

enough. There is no trend towards sustainable equilibrium, cascades of change constantly interact with each other and affect competition. External changes lead to a power-up distribution, according to which small changes usually lead to minor consequences, but can also trigger large changes. The main feature of systems is their ability to self-organize, adapt to changes and create new structures and systems during the absence of formal power.

Therefore, managers must ensure the ability of companies to organize such a partnership with the allocation of the integrator. The main question is how capable they are to choose the structures, systems and management styles that will enable these organizational abilities to deliver better results and provide the integrator with the necessary information

and authority. The main framework is the concept of situational analysis, which is to design such organizational systems that would give the partnership the maximum opportunity to achieve the highest level of efficiency («compliance»).

As we can see from the research, one of the conditions for the effectiveness of the mechanism of strategic partnership management is to establish the interdependence of enterprises in the partnership. Formation of an enterprise interaction strategy based on the principles of flexible partnership with the allocation of the integrator enterprise is ensured on the basis of establishing relationships and determining proportions between the participants in the interaction. This requires defining and quantifying the nature of the internal linkages between enterprise strategies. Identification of internal relationships of partnership development is carried out through situational analysis, which is carried out by the integrator.

Conclusions

1. The formation of long-term partnerships in the supply channels requires the selection from the participants of the channel the integrator-enterprise, the function of which is to analyze the state of marketing relations between the participants of the channel and the compliance of the strategies of each of the participants in the interaction with the goal and objectives of the partnership.

2. The formation of a model of partnership management in the supply channels based on the allocation of the enterprise-integrator should be carried out on the basis of the analysis of the complex of relationships between potential channel participants.

3. The relationship between enterprises that are potential participants in the partnership can be described by a basic graph of direct and inverse dependencies, the vertices of which are enterprises, and oriented edges describe the relationships (direct and inverse) between them. The weight of each edge is determined by the determinants of the dependence.

4. It is advisable for the enterprise-integrator to choose the enterprise that has the greatest weight of all (direct and indirect) connections, which are calculated on the basis of the graph of direct dependencies according to the developed methodological approach.

5. Verification of the method of selection of the enterprise-integrator on the example of the supply channel of industrial products for the enterprises of mining engineering and mining industry confirmed its correctness.

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ОРГАНІЗАЦІЯ СТРАТЕГІЧНОГО ПАРТНЕРСТВА У КАНАЛІ ЗАБЕЗПЕЧЕННЯ ТА ЗБУТУ

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Стаття присвячена питанням організації партнерських відносин в каналах забезпечення та збуту, що засновані на мережеві структури організації діяльності підприємств. Оскільки партнерські відносини за своєю суттю є дуальними відносинами між учасниками ринку, виникає проблема формування таких наскрізних відносин у каналі забезпечення та збуту в цілому. Одним з напрямів вирішення цієї проблеми є надання одному з підприємств, що входить до каналу, який спирається на мережеву структуру організації бізнесу, функцій підприємства-інтегратора цього каналу. До таких функцій входить аналіз функціонування каналу забезпечення та збуту та надання рекомендацій підприємствам-учасникам щодо збалансування їхніх інтересів і каналу в цілому й формуванню стійких партнерських відносин між ними. Визначено ключову роль інтегратора такого каналу як підприємства, що забезпечує його стійкість і адаптацію до мінливих умов ринку. Надана послідовність етапів розробки стратегії взаємодії в каналах забезпечення та збуту на базі маркетингу партнерських відносин з виділенням підприємства-інтегратора. Акцентовується, що при формуванні каналу необхідно визначитися не тільки з тим, хто буде підприємством-інтегратором, а і раціональним колом учасників каналу забезпечення та збуту цільової продукції на базі маркетингу партнерських відносин. Оскільки здатність каналу до стійкого функціонування залежить від можливостей підприємства-інтегратора безпосередньо взаємодіяти з іншими підприємствами-учасниками каналу, у якості основного критерію обрання підприємства-інтегратора пропонується використовувати ступінь впливу підприємства на інших учасників каналу. Запропоновано такий ступінь впливу оцінювати через пряму або опосередковану взаємозалежності учасників такого каналу. Обґрунтовано методика щодо вибору інтегратора каналу забезпечення та збуту на підставі аналізу прямих і опосередкованих зв'язків між підприємствами цього каналу. Запропонована методика щодо вибору підприємства-інтегратора була перевірена на прикладі каналу забезпечення та збуту промислової продукції для підприємств гірничого машинобудування та гірничодобувної промисловості.

Ключові слова: канал забезпечення та збуту, партнерство, взаємозалежність, інтегратор.

ОРГАНІЗАЦІЯ СТРАТЕГІЧЕСКОГО ПАРТНЕРСТВА В КАНАЛЕ ОБЕСПЕЧЕНИЯ И СБЫТА

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Статья посвящена вопросам организации партнерских отношений в каналах обеспечения и сбыта, основанных в сетевых структурах организации деятельности предприятий. Поскольку партнерские отношения по своей сути являются дуальными отношениями между участниками рынка, возникает проблема формирования таких сквозных отношений в канале обеспечения и сбыта в целом. Одним из направленных решений этой проблемы является предоставление одному из предприятий, входящих в канал, который опирается на сетевую структуру организации бизнеса, функций предприятия-интегратора этого канала. Такими функциями являются: анализ функционирования канала обеспечения и сбыта; предоставление рекомендаций предприятиям-участникам относительно сбалансирования их интересов и канала в целом; формирование устойчивых партнерских отношений между ними. Определена ключевая роль интегратора такого канала как предприятия, которое обеспечивает его устойчивость и адаптацию к меняющимся условиям рынка. Сформирована последовательность этапов разработки стратегии взаимодействия в каналах обеспечения и сбыта на базе маркетинга партнерских отношений с выделением предприятия-интегратора. Акцентируется, что при формировании канала необходимо определиться не только с тем, кто будет предприятием-интегратором, а и рациональным кругом участников канала обеспечения и сбыта целевой продукции на базе маркетинга партнерских отношений. Поскольку способность канала к устойчивому функционированию зависит от возможностей предприятия-интегратора непосредственно взаимодействовать с другими предприятиями-участниками канала, в качестве основного критерия избрания предприятия-интегратора предлагается использовать степень влияния предприятия на других участников канала. Предложено такую степень влияния оценивать через прямую или косвенную взаимозависимости участников такого канала. Обоснована методика по выбору интегратора канала обеспечения и сбыта на основании анализа прямых и косвенных связей между предприятиями этого канала. Предложенная методика по выбору предприятия-интегратора была проверена на примере канала обеспечения и сбыта промышленной продукции для предприятий горного машиностроения и горнодобывающей промышленности.

Ключевые слова: канал обеспечения и сбыта, партнерство, взаимозависимость, интегратор.

ORGANIZATION OF STRATEGIC PARTNERSHIP IN THE SUPPLY CHANNEL

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The article is devoted to the organization of partnerships in the supply channels based on the network structures of the organization of the activities of enterprises. It is established that since partnerships are inherently dual relationships between market participants, the main problem is the formation of such cross-cutting relationships in the supply and distribution channel. One of the ways to solve this problem is to provide one of the enterprises included in the channel, which is based on the network structure of the business organization, with the functions of the enterprise-integrator of this channel. Such functions are: analysis of the functioning of the supply channel; providing advice to participating enterprises on balancing their interests and the channel as a whole; the formation of sustainable partnerships between them. The key role of the integrator of such a channel as an enterprise, which ensures its stability and adaptation to changing market conditions, has been determined. The sequence of stages of development of the interaction strategy in the supply channels based on partnership marketing with the allocation of the integrator-enterprise is formed. It is emphasized that when forming the channel, it is necessary to determine not only who will be the integrator-enterprise, but also the rational circle of participants in the channel to sell target products based on marketing partnerships. Since the ability of the channel to function sustainably depends on the ability of the enterprise-integrator to interact directly with other enterprises-participants of the channel, it is proposed to use the degree of influence of the enterprise on other participants of the channel as the main criterion for choosing an enterprise-integrator. It is proposed to assess this degree of influence through the direct or indirect interdependence of the participants in such a channel. The methodology for selecting an integrator of a supply channel based on the analysis of direct and indirect connections between enterprises of this channel is justified. The proposed methodology for selecting an enterprise-integrator was tested on the example of a supply channel of industrial products for mining engineering enterprises and the mining industry.

Keywords: supply and distribution channel, partnership, interdependence, integrator.

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