

Partnership models as a way of doing business at different stages of enterprise development

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Cooperation and partnership as a way of doing business is a complex process that requires maximum efforts, both at the stage of its creation and in the process of maintaining interaction. Additional resources, division of functions, mutual responsibility and development, risk sharing when entering new markets, creating expensive new programs, reducing costs, and improving the organizational profile in certain industries are clear advantages that partners receive in the competition. Mutual dependence, inter-organizational cooperation and partnerization are becoming facts of today [1].

Due to the impetus of international competitors and international examples, a transition to a new paradigm of partnership, which includes 5 main models, has already taken place in Ukraine. For example, business managers actively use "partnership with a friend", a vivid example of which is the creation of the company "Nova Poshta" by graduates of National Aerospace University – "Kharkiv Aviation Institute"; "partnership with an expert", when an expert in a certain field interacts with a company to launch a new product, for example, MyCredit company; "partnership with an investor", when one of the partners performs the role of an investor, and the other implements the project, relying on technological knowledge; "partnership through a product", when a company plans to develop its own product and, as part of the realization of the aim, creates startups within the company; "partnership with volunteers", during which enthusiastic volunteers with similar ideas unite for the sake of the result, for example, the projects of the Business School KROK at "KROK" University in Kyiv, Ukraine.

Each model has its advantages and disadvantages. The main advantages of the "partnership with a friend" model are the acquisition of confidence by partners-friends or teammates due to the sharing of partnership risks, while the disadvantages are the lack of a networking base due to the immaturity of business, lack of expertise or specific skills and knowledge, and the presence of competition and conflicts between the partners due to their leadership positions.

The "partnership with an expert" model is optimal in markets that are either already formed or growing rapidly. This model has the following advantages: the minimum number of errors and the fastest progress towards goals. Disadvantages include expensive expertise, difficulty in finding an expert with extensive experience, and a high risk of competition between partners. Even though everyone's expertise is different, every ambitious leader wants his opinion to be considered [2].

"Partnership with an investor" creates a good product and jobs but provides

narrow expertise and undervalues the market and shifts risks to the investor with an unequal distribution of investments. When "partnering with volunteers" it is important to correctly define market requests at the start [2].

Types of modern interfirm partnership include agency agreements, alliances, long-term contracts, vertical integration, "shell" organizations, informal relations between suppliers and consumers, partnerships of suppliers and consumers, franchising, outsourcing contracts, joint ventures, clusters that differ in the degree of formalization agreement and the level of involvement of partners in the agreement [3].

The step-by-step process of preparing and fixing/coordinating partnerships is as follows: understanding what assets are needed; drawing a portrait of a potential partner; preparing important questions about the partnership; thinking over the model of financial relations; signing a partnership agreement.

Thus, collaboration is a prerequisite for greater innovation, problem solving, and efficiency. In addition, partnerships are the main way to enter global markets. Organizational boundaries become diffuse as companies often form partnerships to compete globally, sometimes joining modular or virtual network organizations. The largest companies (those with more than 10,000 employees) are the centers of the digital universe, and they tend to have the most strategic partnerships and investments.

Ключові слова: partnership; models; cooperation; stages of development.

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