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PREREQUISITES FOR THE DEVELOPMENT OF PARTNERSHIPS

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The traditional notion of competitive advantages provides that a competitive advantage gives the opportunity to offer a consumer a product with obvious value for him and maintain his loyalty to the goods of this enterprise during a long period of time (selling products at lower prices, higher quality, additional guarantees and service, etc.), and due to this the enterprise is able to overcome forces of competition affecting it [1, p. 50].

However, entrepreneurs find it more and more difficult to compete. According to G. Yu. Gulyayev, first of all, it can be explained by uniformity of goods and customers selectivity [2]. Nowadays, any innovations and changes in products in order to form its new competitive advantages are copied very quickly due to the high level of technology development. It has led to the disappearance of differences between similar products of different manufacturers.

This means that, all products of the same category become identical and interchangeable for the buyer. The second reason is connected with the fact that it is more and more difficult for customers to “tie” to certain products just because of its interchangeability.

This leads to attempts to reduce the price of their goods by enterprises, but often it leads to that the company works with a lower profitability, which is not covered by an increase in sales, which the entrepreneur expects.

In the modern scientific literature there are various approaches to creating and maintaining competitive advantages, which in general can be referred to one of the three concepts that determine the main sources of the enterprise competitive advantage formation in the modern economic conditions: resource, market and institutional [3–6]. Nowadays of particular importance is the institutional concept that has been developing since the beginning of the XXI century. The institutional concept is based on the fact that the source of competitive advantage is the enterprise integration into the surrounding business environment, its information field and the industrial and market relation system. According to this concept, competitive advantages arise as a result of integration in the company of interaction processes on the individual (norms, habits, traditions), organizational (corporate culture, value system) and interorganizational (influence of the state, industry alliances, public expectations) levels. The purpose of such integration is the formation and use of collective competitive advantages [5]. Interaction is the process of direct or indirect influence of objects (subjects) on each other, generating their mutual conditionality and connection.

There are two main types of interactions: cooperation and rivalry (competition), which are polar [7, p. 188]. Cooperation assumes individuals interconnected actions aimed at achieving common goals and mutual benefit for the interacting parties. Cooperation is an interaction, which means coordinating the participants efforts, drawing up, combining these efforts. Involvement in the interaction of all its participants creates certain relationships, and performs the function of their connection into cooperation. The main features of the joint activity are the distribution of a unified action process among its participants and the change of the activities of each of them. The system-forming factor of joint activities, which unites people into a unified cooperation, is a common goal that influences partners. A clear trend of partnerships development is determined by a number of qualitative changes which occur in the real business practice, the main of which scientists define as following:

- the rapid development of the services sector – over the past twenty years there has been a sharp decline in the production role and a significant increase in the services role in the economy (especially in highly developed countries);
- changes in the quality management field – the transition of enterprises to an integrated quality management creates the need to involve both suppliers and customers in these programs and requires the establishment of long-term relationships with all subjects of the marketing infrastructure;
- the relationships complexity growth – due to technological innovations, the company concept itself is modified; its borders are blurred; the number and relationships complexity with external partners significantly increases;
- information technology development – most modern information systems emerged due to intercompany interaction. S.P. Kust considers that the need to search for new forms of interaction between enterprises in order to ensure competitive advantages leads to the following changes [8];
- quantitative and qualitative changes in the production sphere, entailing an increase in the enterprises specialization level and an increase in the demand for goods and services;
- increasing requirements for the goods and services quality, creates objective prerequisites for establishing long-term relationships with the marketing infrastructure subjects;
- complications of relations between enterprises;
- the external environment and increased competition for the consumer.

Butenko N. V. relates the following aspects to the objective prerequisites of the partnerships strategy [8]: common goals among market subjects; opposition of extra cost; the cooperation benefits, which include increasing the activities transparency, reducing financial losses, improving the production efficiency and business activities and joint innovation. Thus, the current economic conditions characterized

by certain trends, condition the necessity for the search of ways to form competitive advantages outside the enterprise in the direction of long-term relationships with other enterprises, that gives the possibility to use the abilities, skills and resources of other companies, including markets, technology, capital and human resources .

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