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*INCREASING THE COMPETITIVENESS OF NOT LARGE
ENTERPRISES OF MARINE TRANSPORT OWING TO COOPERATION*

*ПОВЫШЕНИЕ КОНКУРЕНТОСПОСОБНОСТИ НЕБОЛЬШИХ
ПРЕДПРИЯТИЙ МОРСКОГО ТРАНСПОРТА ЗА СЧЕТ ИХ
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В статті було досліджено взаємодію підприємств як спосіб підвищення рівня конкурентоздатності невеликого підприємств морської галузі України та проаналізовано основні форми взаємодії, що сприяють досягненню даної мети.

Key words: not big enterprises, the level of competitiveness, forms of cooperation.

Problem statement. Scientists, politicians, businessmen constantly mark exceptional importance of small business for the development of economy of the country, however the state of small business in Ukraine such, that it is not able to carry out its economic role – to be a basis of development of market economy and to execute the functions laid on it. The functioning in difficult and unfavorable development conditions causes the decreasing of efficiency of the small enterprises' activity on a marine transport and loss by them the level of competitiveness. The small enterprises are forced to add many efforts for providing of stability in harm of development. The experience of the economically developed countries shows that understanding by the state the problems of small enterprises and their solving through the realization of politics of state support is a guarantee of success of not only enterprises of small business but also the economy of the state on the whole.

Together with state support there are another ways for increasing of stability, that is sufficiently topical in Ukraine, where the state support is not given in a necessary amount.

The analysis of researches and publications. Many scientific works are sanctified to the decision of the question of increasing the level of competitiveness of small enterprises. Specifically in work [3] the connection of state administration innovative activity in regions and the level of competitiveness of small and medium-sized enterprises is presented. In work [5] was considered a complex of the increasing the level of competitiveness that includes the cooperation of small, medium-sized and large enterprises and state support. And in work [1] attention was paid to cooperation of small and big enterprises and to it basic forms: subcontract, leasing, franchising, venture financing and business-incubator as a basis of increasing their level of competitiveness.

Researches of increasing the level of competitiveness of enterprises of marine industry was lighted up in scientific works of native and foreign scientists. The

influence of factors on the competitiveness of ports is described in work [6]. In work [2] were presented the methods of increasing the competitiveness of marine ports, and in work [4] was grounded the necessity of the creation the marine's cluster to stimulate the development of enterprises of marine transport.

Thus, a number of scientific researches was carried out on this question, however even all of them can not light up all it's aspects. In particular not enough attention is paid to the study of methods for increasing the level of competitiveness of small enterprises of marine transport, including cooperation of small and large business on the basis of different organizationally-economic forms. In that case, to all appearances aforesaid, it is possible to confirm that field for researches remains wide.

Research task. The purpose of the article is to research the possibility of increasing the level of competitiveness of not big enterprises of marine transport during realization different forms of cooperation and to determine the most effective in a modern situation which was formed in industry.

Basic material of research. World's experience of manage testifies that development of the economy is based on combination of activity of small, medium-sized and large enterprises, which complement each other, form the integral organism of economy. Among them main attention is applied to development of small enterprises, as this sector of economy stipulates flexibility and level of dynamism of the whole economy of the state. In industry of marine transport small business is expedient to examine in combination with middle, as an unit sector, as they fundamentally do not differ and have alike problems.

In the process of activity the representatives of non big business of Ukraine's marine transport are under the influence of the plural of factors most of which have retentive character and make its effective development impossible. Not big enterprises of industry lose competition's positions in the process of adapting to the conditions that constantly are changing, and of searching methods of reduction the action of negative factors. The situation of not big business of Ukraine's marine industry becomes complicated because in our country the state does not carry out protection of native producer and even entrance barriers are absent for the foreign companies at the ukrainian's market. Thus was formed a situation, when only insignificant share of ukrainian enterprises of not big business is competitive at the national level, not speaking about an exit to the international, the entrance barriers of that become unovercame for ukrainian enterprises, which are weaken by a fight against negative national factors.

The all aforesaid testifies that in Ukraine specific requirements to the effective functioning of not big enterprises of marine industry are not taken into account, the necessary support to small business in the whole is not given and the conditions for it's effective functioning are not created, at the same time other states give thorough protect and support to the enterprises even out of limits of their borders. Thus, for the effective development of not big business of marine transport it is necessary to create corresponding conditions, that would be built on the base of modern scientific-substantiated state's support, in which would be envisaged not only the government programs, but also facilities of stimulation large business to its effective co-operating with small. When there is not the proper state support, the small enterprises of marine industry must consider another ways of exit from the difficult situation, most perspective of which is organizing relations with other

subjects of menage. There are two possible variants - co-operation with a small enterprise(s) or co-operating with a large enterprise(for example with port or) on the mutually beneficial terms.

The first method envisages combining effort two and more small enterprises for the solving of mutual problems. The result of such enterprises's association is a diminishing risks by the grant of all-round mutually help. Securing support of each other it is more easily for them to counteract to the sticky negative wicket and to decrease the load of mutual problems. There be in force the principle of synergy-combined efforts of two is more than the sum of their separate efforts. This form in marine industry found a reflection in realization of cluster conception.

The second variant of cooperation is sufficiently wide-spread abroad. Successful development of small and medium-sized businesses in the economically developed countries is conditioned by not contrasting of large enterprises to small. As experience shows, in the process of cooperation small and large enterprises very often was succeeded to produce the common system of enterprises's survival, which supported both structures. This experience must be applied in marine industry of Ukraine, for what it is needed to further internal branch's cooperation of large and not large business of industry. It is important to choose from the great number of existent organizational forms the one, that would be suitable to available resources, own possibilities and aims of cooperation.

On the base of analysis of all existing forms of cooperation, for further research as the most perspective for realization in the conditions of marine transport were selected subcontract, franchising, lease, venture financing, autorsing and cluster. Each of selected forms can be classified after the quantity of features, which distinguish the great number of kinds. In this research we will reveal only the essence of every form, its mechanism, avoiding kind's description.

Subcontract is a type of business partnership, that means such co-operation of enterprises, when a large enterprise on the basis of agreement(contract) places the order, determines the specification of products, gives raw material or semifinished products for the further processing etc., and performers(small enterprises) produce partial or finishing processing of the given material.

Using of this form of cooperation not large and large enterprises in marine industry was considered before as a constructing of the system of intercommunications between port(large enterprise) and enterprises of service activity(not large enterprises), that in the time was very perspective direction of development of small business of industry.

Franchising is the system of contractual relations, which envisages co-operative of material and financial resources and efforts of different enterprises. According to the agreement of franchising a producer or individual spreader of products or services which is protected by a trademark passes exclusive rights on distribution of the products or services on certain territory to the independent businessmen(retail dealers) in an exchange of getting from them payments(royalty) with the circumstance to observe the technologies of productive and attendant operations.

In industry of marine transport it can be realized in the spheres of overloading and transportation of loads, when a developer and patentee of certain technology of

overload or transportation passes it on circumstances of franchising . For example, in the time containerisation could become the object of franchising in marine industry.

Leasing is a totality of economic relations(credit, leasings and investment), that are related with the investing of personal or attracted financial funds, which are realizing through the grant by leasinggiver to leasingreceiver in the exceptional use for the certain term the property that is his ownership, under the circumstance of payment by leasingreceiver periodic leasings payments. Leasing is a sufficiently flexible economic instrument, with the assistance of that it is possible to accelerate financing, technical rearmament, reconstruction of capital assets and development of economic activity. Thus, leasing can be examined as one of the methods of increasing the small enterprises's competitiveness, which is directed at updating of material and technical base.

In marine transport's industry a leasing's object are containers, ships, tugs, autoloaders, cranes and other technique.

The venture financing is the investments, that are carried out by venture funds with the aim of creation and development small enterprises's activity of which is related with the sphere of scientifically-experimental works. The venture(risk) financing must be examined both in wide and narrow sense. In a wide sense it is a contribution to the risk (of the view of financial results) projects foremost in high-tech branches of industry. In a narrow sense the venture financing means long or medium-term investments as credits or equity investments, which are realized by venture funds with the aim of creation and development small companies that develop quickly.

In industry of marine transport using the venture financing will allow to develop industry owing to investing the perspective projects of development of new logistic schemes and models of warehousing and transportation, and perfection of shifting technique etc.

Autorsorsing is a fulfilling by extraneous organization certain tasks or some business processes, which are unprofile for a company, but are necessary for the common functioning of business. It is considered as a method of the optimization of enterprises's activity thanks to the concentrating efforts on the basic article of activity and transmission unprofile functions to the external specialized companies.

Realization of autorsorsing in industry of marine transport will give an opportunity to take it's advantages: reduction expenditures, optimization organizational structure, increase efficiency and the level of competitiveness etc. And also it is important that this form of cooperation envisages satisfaction of interests of both small and large business simultaneously.

Next to it there are modern forms of collaboration, that envisage combining efforts of a few small enterprises for the decision of mutual problems. This form in marine industry found a reflection in realization of cluster conception, that envisages the mutually beneficial collaboration of large and not large business with participation of public and science agents. A marine cluster is an informal organization the main purpose of which is a rise of the region welfare and the increase of the level of competitiveness of industry. Enterprises and organizations, combining in a cluster, do not lose the legal and economic independence, continue to function in the conditions of competition, in the same time get certain advantages.

The use of cluster conception in marine industry will assist to unification efforts of separate participants of Ukraine's marine transport complex for the

achievement of high economic result. At the same time the cooperation in limits to the cluster of representatives of small and large business will allow to coordinate their work in direction of satisfaction necessities of market of transport services. The use of cluster conception in Black Sea region will allow maximally effective use available transit potential of region, as a result of that row socio-economic problems of both industry and region will be solved. The association of small and large enterprises in a marine cluster with participation of public agents, scientific and educational establishments will allow to increase the level of competitiveness of all cluster's participants and go out the region and industry, and also the separate participants of menage on a qualitatively new level and be competitive on the world's market of transport services.

Conclusions. Thus the state of not big business of marine transport is characterized by plenty of problems that prevent their effective functioning. As a result the representatives of this sector of economy lose their competition's positions. Cooperation of enterprises can solve these problems and to further the improvement of operating conditions. In marine industry cooperation of big and not big enterprises can be realized on the basis of next organizationally-economic forms: subcontract, franchising, leasing, venture financing, outsorsing and cluster. Every enterprise decides independently which form of cooperation to choose for itself, having regard to own possibilities, risks and aims of cooperation.

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Аннотація

Мировой опыт хозяйствования свидетельствует, что в основе эффективного развития экономики страны лежит взаимодействие малых, средних и крупных предприятий, которые в процессе функционирования должны дополнять друг друга.

В морской отрасли наряду с относительно небольшим числом крупных предприятий функционирует значительное число небольших компаний, которые следует рассматривать в рамках одной группы – не крупный бизнес.

В процессе деятельности представители не крупного бизнеса морского транспорта Украины находятся под влиянием совокупности факторов, большинство которых имеет сдерживающий характер и делает невозможным их эффективное развитие. В процессе адаптации к постоянно меняющимся условиям на рынке, поиска способов снижения потерь от действия негативных факторов, не крупные предприятия отрасли теряют конкурентные позиции.

При отсутствии надлежащей государственной поддержки, небольшим предприятиям морской области приходится искать иные способы выхода со сложной ситуации, к одним из самых перспективных из которых следует отнести взаимодействие с другими субъектами хозяйствования.

В данном случае рассматриваются два варианта - взаимодействие с крупным предприятием на взаимовыгодных условиях и сотрудничество с другими небольшими предприятиями отрасли.

В рамках первого варианта анализ существующих форм взаимодействия позволил выделить наиболее перспективные для реализации в морской отрасли – субподряд, франчайзинг, лизинг, венчурное финансирование и аутсорсинг.

Наряду этим существуют современные формы сотрудничества, которые предусматривают объединение усилий нескольких небольших предприятий для решения общих проблем. Эта форма в морской области нашла отображение в реализации кластерной концепции, которая предусматривает взаимовыгодное сотрудничество большого и небольшого бизнеса с участием представителей власти и науки.

В статье рассмотрены основные принципы сотрудничества в рамках указанных форм взаимодействия.