

INTER-FIRM INTERACTION IN THE CONDITIONS OF DIGITALIZATION AS A MEANS OF CREATING COMPETITIVE ADVANTAGES

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In recent years, in the theory and practice of competitive relations, the expediency of finding ways of co-competition and cooperation compared to competitive struggle has been increasingly emphasized. Modern business conditions, which are characterized by certain trends, determine the need to find ways to form competitive advantages outside the enterprise in the direction of long-term relations with other enterprises, which makes it possible to use the skills and abilities, resources of other enterprises, including markets, technologies, capital and human resources, creating thus a synergistic effect.

The concept of partnerships, its advantages and possible problems have been studied by scientists for a long time, but the rapid development of digitalization gives a new impetus to understanding the possibilities of interaction.

Interaction is a process of direct or indirect influence of objects (subjects) on each other, which gives rise to their mutual conditioning and connection.

Cooperation, as a type of interaction, involves the interconnected actions of individuals aimed at achieving common goals with mutual benefit for the interacting parties. Modern digitization processes lead to changes in the demand for factors of production; there is a transformation of both individual sectors and the entire structure of the economy and inter-industry relations.

In recent years, a significant part of research emphasizes the importance of the following features of a developing economy:

the change in the economic system, which is connected with the penetration of digital technologies into them and is expressed in the change of traditional markets and social relations;

change in the economic management model;

transition of the function of the leading mechanism of economic development to institutions based on digital models and processes.

In the literature, many scientists emphasize the positive impact of digitalization on the development of interaction between enterprises and consumers [1; 2].

But it should be taken into account that the opportunities for the development of interaction concern producers, various groups of stakeholders, the population, and the state. The development of interactions through the Internet and digital services and platforms in the current conditions allows:

- not limit value chains to specific market segments and geographic areas;
- increase the value of the offer for customers by creating partnerships with other suppliers;

- increase consumer loyalty due to extended and (or) customized services;

- significantly reduce transaction costs;

- improve the quality of service;

- to reduce the corruption component due to the transition to automated forms of reporting;

- to improve substantive aspects of regulation due to the use of smart contracts;

- to raise the standard of living in the regions due to the active involvement of society in the development of state policy in the sphere of solving socially significant issues.

Coordination mechanisms that arise to manage these relationships include:

- creation of a joint information system that allows participants to receive and distribute information;

- formation of the appropriate organizational structure;

- participants' ability to agree on goals and business processes;

- development of a joint strategy for the development of mutual relations;

- creation of a monitoring system.

The optimization of all processes and the formation of dynamic capabilities are impossible without a specific information infrastructure within the framework of joint management of value creation. According to many researchers, the effectiveness of intercompany network interactions became possible with the development of information and communication technologies, the effectiveness of which directly depends on the degree of information openness of partners and their readiness to exchange data and knowledge. The transition from a linear business model to a platform allows [3, p. 176]:

- 1) combine two or more interdependent groups of products to increase the profits of all participants;

- 2) connect consumers and producers, accelerate the exchange of value between them, for which it forms business networks of users and resources;

- 3) to create new markets within which participants interact and carry out transactions. Around the platform emerges what is called an ecosystem: a series of products linked/grouped together to create a holistic solution that can be scaled;

- 4) rapid business expansion, which is associated with the ability to attract consumers in a geometric progression.

In the process of creating value for the consumer, it is digital platforms that allow firms to create competitive advantages and new communications with other economic entities in conditions of unpredictability of the external environment, which affected the opportunities for interaction of many market participants and the creation of value for partners.

The following advantages of intercompany interactions based on digital platforms can be highlighted:

added value is created;

due to the use of digital resources, the input technological barrier is minimized;

the time of both production processes in principle and bringing new products to the market is significantly reduced;

the company does not invest in the development of IT infrastructure;

access to the end customer/consumer is simplified;

a single technological space for new projects, ideas and technologies is being formed;

due to the formation of ecosystems, the efficiency of finding partners increases.

Therefore, the development of ICT resources becomes the foundation for cooperation with interested parties and a key factor in the formation and improvement of the competitive advantages of enterprises through effective interaction and obtaining a network effect.

Literature

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