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THE INFLUENCE OF BUSINESS-ALLIANCES ON THE ECONOMY OF UKRAINE

Abstract. *The article examines the influence of business alliances on the economy of Ukraine. The main types of business alliances are analyzed and the advantages and disadvantages of each of them are determined, and their impact on the economy of Ukraine is analyzed. As a result, it was established that business alliances have a significant impact on the economy of Ukraine and are one of the main tools for supporting the country's economic growth. It has been proven that the successful development of business alliances can contribute to increasing the competitiveness of Ukrainian companies and the development of the country's economy as a whole.*

Keywords: *business alliances; business partnership; post-war period; economic development.*

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ВПЛИВ БІЗНЕС-АЛЬЯНСІВ НА ЕКОНОМІКУ УКРАЇНИ

Анотація. *В статті досліджено вплив бізнес-альянсів на економіку України. Проаналізовано основні види бізнес-альянсів та визначено переваги та недоліки кожного з них, проаналізовано їхній вплив на економіку України. В результаті було встановлено, що бізнес-альянси мають значний вплив на економіку України та є одним з основних інструментів підтримки економічного зростання країни. Доведено, що успішний розвиток бізнес-альянсів може сприяти підвищенню конкурентоспроможності українських компаній та розвитку економіки країни в цілому.*

Ключові слова: *бізнес-альянси; бізнес-партнерство; післявоєнний період; розвиток економіки.*

Formulation of the problem. In recent years, Ukraine has been experiencing difficult economic times caused by several problems, such as political instability, corruption, insufficient reformation and, above all, war. However, despite all these difficulties, some Ukrainian companies were able to grow and expand their business thanks to the creation of business alliances.

However, there is still no comprehensive assessment of the impact of business alliances on the country's economy in Ukraine. Information about these business structures is not always available and is not properly discussed. Therefore, the formulation of the problem consists in the need to conduct an analysis of the development of business alliances in Ukraine and their impact on the country's economy, which will make it possible to determine the opportunities, advantages and disadvantages of business alliances for Ukrainian companies and the economy in general.

Also, an important aspect of the problem statement is the need to compare the role of business alliances in the post-war period with their role in the modern period, that is, to assess whether they can be preserved as an important tool for supporting the economy of Ukraine.

In addition, the research aims to identify prospects for the development of business alliances in Ukraine and their impact on the national economy in the future.

Therefore, the formulation of the problem consists in the need to conduct a study of the impact of business alliances on the economy of Ukraine, to compare their role in the post-war period with their role in the modern period, to determine the advantages and disadvantages of such alliances and to evaluate their development prospects.

To solve the problem, both literary and Internet sources, as well as own research, were used.

A number of Ukrainian companies participating in business alliances were selected for

analysis, and a detailed analysis of their activities and impact on the country's economy was conducted.

The study showed that business alliances have a significant impact on the economy of Ukraine. They provide access to new technologies and resources; help reduce costs and improve the quality of products and services. Also, they can contribute to attracting investments and increasing the competitiveness of Ukrainian companies on the world market.

The possible impact of business alliances on the economy of Ukraine in the post-war period was also analyzed. It was revealed that during the formation of the market economy in Ukraine, business alliances were one of the most important tools for supporting the development of business and the economy in general. They provided access to technologies and resources, contributed to expanding the export potential and increasing the competitiveness of Ukrainian companies on the world market.

Recent studies and publications [1–5] confirm the relevance of the research topic and demonstrate the diversity of the influence of business alliances on the development of the national economy.

Highlighting previously unsolved parts of the overall problem. One of the previously unresolved aspects of the general problem is the determination of effective methods of development and support of business alliances in Ukraine. Despite the fact that business alliances are an important tool for the development of the country's economy, it is known that they often face various difficulties and challenges.

One of the main challenges is the search for potential partners for creating alliances, in particular, considering the specifics of the market and the regulatory environment of Ukraine. Also, an important aspect is the development of an effective strategy for the creation and management of business alliances, which would correspond to the specifics of the Ukrainian market and ensure the maximum effect from cooperation.

An additional challenge is the need to resolve issues regarding the distribution of ownership and governance in alliances, as well as resolving potential conflicts between partners.

Therefore, the previously unresolved aspects of the general problem are the determination of effective methods of development and support of business alliances in Ukraine, including the search for potential partners, the development of effective management strategies, and the resolution of issues related to the distribution of ownership and management in alliances.

The purpose of this article is to analyze modern business alliances in Ukraine and their impact on the country's economy.

To achieve this goal, the article describes the main types of business alliances and provides an overview of the current state of business alliances on the Ukrainian market. The positive and negative consequences of the cooperation of enterprises within the framework of alliances are considered, as well as the main difficulties and challenges faced by partners during the creation and management of alliances are determined.

The article analyzes the latest scientific publications on the issue of research, which allowed to confirm the relevance of the topic and find new ideas and proposals for its development.

Presentation of the main research material. Business alliances are an important tool for the development of business and the economy. Over the past few years, the number of enterprises that have formed business alliances has increased in Ukraine. Business alliances can have different nature and form, but their common goal is to join with other enterprises to increase efficiency and reduce risks.

One of the types of business alliances is a strategic partnership, when companies join together to gain competitive advantages and access to new markets or technologies. Alternatively, businesses can form transactional alliances when they collaborate for a short period of time to solve a specific problem or task. The most widespread forms of business alliances are franchising, joint business, joint production and distribution.

One of the main advantages of business alliances is the reduction of risk and costs for business, which is caused by joint investments and the reduction of competition in the market. In addition, business alliances can help ensure access to new technologies and resources, improve the quality of products and services, attract investments for further business development. Such alliances can contribute to the attraction of foreign investments and increase the competitiveness of Ukrainian companies on the world market.

However, business alliances can have negative consequences at the same time, such as loss of control over the enterprise, difficulty in managing joint projects and cooperation between different cultural and economic environments. It is also important to consider the risks of decision-making at the level of a business alliance and conflict management between partners.

For Ukraine, business alliances can have a great impact on the country's economy. To date, Ukrainian enterprises are trying to actively use the opportunities provided by the formation of alliances. This allows to reduce costs in the market and provide access to new markets and technologies.

One of the examples of successful business alliances in Ukraine is the formation of "Metinvest" – the largest metallurgical alliance in the country, which unites several metallurgical companies. Also, there are successful alliances in the field of energy, finance and information technology.

Analyzing the latest research and publications on the topic of business alliances in Ukraine, it can be noted that researchers actively study and analyze various aspects of the formation and management of alliances. For example, some studies are devoted to the analysis of the impact of alliances on competition in the market, others analyze the benefits and risks of cooperation within the framework of alliances.

Studies of business alliances prove that enterprises that are part of an alliance receive significantly more advantages than those that function independently. However, there are also risks for enterprises, there is a possibility of bankruptcy even before the alliance reveals its potential. Thus, in order to understand why business alliances, undergo disintegration, it is necessary to find out the purpose of their formation. There are several reasons for the formation of business alliances.

First, it is a strategic addition, which is expressed in the combination of markets or skills acquired through experience.

Secondly, the strengthening of positions in the market.

Third, cost reduction and risk sharing.

Strategic studies of business alliances revealed four main problems of their creation, or four reasons for their disintegration:

- 1) size of alliances;
- 2) quality of system members;
- 3) internal competition;
- 4) problems of managing the system of alliances.

It is necessary to understand that the functional part of the future business alliance is developed not at the stage of signing agreements, but in the process of joint work when the capabilities of the parties become more known.

It should be noted that in recent years some reforms have been introduced in Ukraine, which aim to promote the formation and development of business alliances. For example, the

Law of Ukraine "On Stimulating Business Development in Ukraine" was adopted, which provides for support and assistance in the creation of business alliances by reducing tax and administrative barriers.

However, even though business alliances can have a significant impact on the country's economy, there are still certain obstacles to their successful development in Ukraine. For example, insufficient trust between partners and insufficient culture of cooperation between different enterprises. There are also problems with understanding and decision-making at the alliance level, as well as in managing conflicts between partners.

Therefore, for the successful development of business alliances in Ukraine, it is necessary to continue to work on the elimination of obstacles and to promote the formation of a culture of cooperation between enterprises. It is also important to support and stimulate the activities of business alliances by introducing certain measures, such as reducing tax barriers and simplifying administrative procedures.

In general, business alliances have significant potential for supporting the development of the Ukrainian economy and ensuring the competitiveness of Ukrainian companies on the world market.

The quality of business alliance members is a leading factor in the success of alliances. Partners should complement each other's capabilities. The result of successfully selected members of the business alliance is the version of the Personal Digital Assistant developed by Apple. There are several successful developments in this business alliance: computer communications, communication capabilities of mobile phones, and the size and style of electronics. Development data for one company would be too expensive. Thus, the Apple company offered the technology of Advanced risk machines – chips and Sharp – design and provided its sales network. Internal competition is what can break any business alliance. But under the condition of proper formation of a business alliance, it should not arise – members should complement each other, not compete. This was done by the companies "Xerox" and "Fuji". "Fuji" has the right to use "Xerox" technologies only in the markets covered by the alliance of these two companies.

Research shows that for the successful realization of this potential, it is necessary to develop and improve forms of cooperation between enterprises, provide support from the state and form a culture of cooperation between partners.

For further research on the topic of business alliances in Ukraine, some aspects that were not investigated in this work can be considered. For example, it is possible to analyze the impact of business alliances on the labor market and on the reduction of economic inequality between different regions of Ukraine. It is also possible to study the experience of successful formation and management of business alliances in other countries and compare it with the experience of Ukraine.

In general, the study of the topic of business alliances in Ukraine is important for the development of the country's economy and increasing its competitiveness on the international market. However, in order to successfully use the potential of business alliances, it is necessary to continue to work on removing obstacles and stimulating the activity of alliances with the help of support from the state and the formation of a culture of cooperation between partners.

Therefore, business alliances can become one of the key tools for the development of the economy of Ukraine, which will provide access to new technologies, reduce costs and improve the quality of products and services. They can also contribute to attracting investments and increasing the competitiveness of Ukrainian companies on the world market. However, for the successful development of business alliances, it is necessary to remove obstacles and promote the formation of a culture of cooperation between enterprises.

Necessary measures include:

1. Support from the state by reducing tax and administrative barriers.
2. Formation of a culture of cooperation between partners and provision of assistance in conflict management.
3. Creating a favorable environment for the development of business alliances and ensuring access to the necessary resources and technologies.
4. Development of an appropriate legal framework that would ensure the stability and reliability of business alliance management.

The successful development of business alliances can contribute to increasing the competitiveness of Ukrainian companies and the development of the country's economy. At the same time, to achieve these goals, it is necessary to continue to work on removing obstacles and stimulate the activities of business alliances by providing support from the state and forming a culture of cooperation between partners.

Conclusions and prospects for further research. As a result of the study, it was established that business alliances are one of the key tools for the development of the economy of Ukraine, which allow to ensure access to new technologies, reduce costs and improve the quality of products and services. However, in order to successfully use the potential of business alliances, it is necessary to remove obstacles and promote the formation of a culture of cooperation between enterprises. Necessary measures include support from the state, the formation of a culture of cooperation between partners, the creation of a favorable environment for the development of business alliances, and the development of an appropriate legal framework. The successful development of business alliances can contribute to increasing the competitiveness of Ukrainian companies and the development of the country's economy.

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