

ПРОБЛЕМЫ И ПЕРСПЕКТИВЫ РАЗВИТИЯ СОТРУДНИЧЕСТВА МЕЖДУ СТРАНАМИ ЮГО-ВОСТОЧНОЙ ЕВРОПЫ В РАМКАХ ЧЕРНОМОРСКОГО ЭКОНОМИЧЕСКОГО СОТРУДНИЧЕСТВА И ГУАМ

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РЕЗЮМЕ

В статті наведені результати дослідження глобалізаційних процесів на онові використання інтегрованих показників, а також проаналізовано залежність цих інтегрованих показників від багатьох визначальних факторів, таких як стан демократизації суспільства, державна нестабільність, чутливість до корупції, тощо. Вплив наведених індикаторів на процеси глобалізації досліджено на якісному рівні з використанням байєсівських мереж довіри.

Ключові слова: глобалізація, транснаціональні корпорації, міжнародна кооперація, індекс глобалізації, індикатори суспільного розвитку, байєсівські мережі довіри

РЕЗЮМЕ

В статье приведены результаты исследования глобализационных процессов на основе использования интегрированных показателей, а также проанализирована зависимость этих интегрированных показателей от многих определяющих факторов, таких как состояние демократизации общества, государственная нестабильность, чувствительность к коррупции, и т.п. Влияние приведенных индикаторов на процессы глобализации исследовано на качественном уровне с использованием байесовских сетей доверия.

Ключевые слова: глобализация, транснациональные корпорации, международная кооперация, индекс глобализации, индикаторы общественного развития, байесовские сети доверия

SUMMARY

This article presents results of globalization processes research. This research is based on the integrated indicators using, and also dependence of these integrated indicators on many important factors (such as a condition of society democratisation, the state instability, sensitivity to corruption) are analysed. Influence of this indicators on globalisation processes is investigated at qualitative level with Bayesian networks using.

Keywords: globalisation, transnational corporations, the international cooperation, Index of Globalization, Social development indicators, Bayesian networks

THE MAIN ASPECTS OF MANAGEMENT OF BUSINESS GLOBALIZATION STRATEGIES

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The process of globalization created tremendous business opportunities and challenges. To expand the business through going into the global market is for many industries the main mean to survive. The globalization scales in the 21st century are greater than it was in all previous ages. However, obstacles are also more diverse and hard to overcome in order to penetrate into global market than they were in preceding centuries. Certainly, making business, in general, is getting difficult and of course, the penetration conditions into foreign markets are complicated.

A country or a business which aims to inculcate upon a market needs to possess competitive advantage knowledge and development strategy even at its starting stage. We should stress here that some industries gain more from the globalization than others, and some countries have more competitive advantages than others in the same industry.

The potential of industry in the global arena is determined by a specific characteristic of a particular country and the quality of the industry. The following three criteria are used to assess the industry: Local responsibility, Potential to share the international knowledge, and Global opportunities. (Figure I)

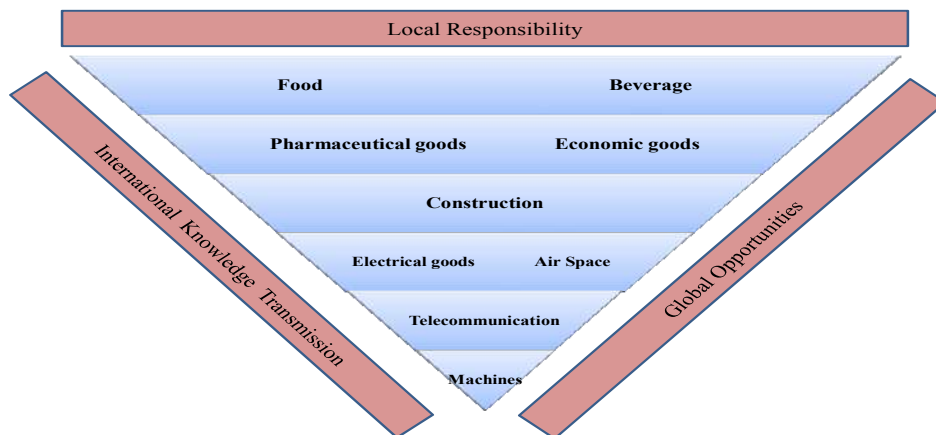


Figure I. Industry assessment criteria (1)

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Is it possible local industry to become a global one? The Answer to this question gives many successful businesses such as McDonald's, Coca-Cola, Baskin Robins, etc. with their examples, and show that local business has a great opportunity to achieve success at the global market if it has innovative strategy which is hard to copy for competitors.

Successful companies going into global markets in spite of industry differences try to gain competitive advantage according to all three criteria. However, it is important to take into consideration the potential of the industry.

Now, we can consider how much Georgian export products correspond to this scheme of natural global advantage. (Table I.)

Table I. Georgian Export in accordance with the commodity groups (2)

Commodity Group		2009
	Total Export	1,130,555.4
	Among them:	
1	Animals	33,984.8
2	Fruit and nuts; Rinds and peels of citrus or corps	90,087.8
3	Seeds and fruit of plants; Plants for medical and technical purposes	23,310.0
4	Alcoholic and non-alcoholic beverages, and vinegar	123,776.4
5	Salt; Sulphur; Grounds and stones; Plaster materials, limestone and cement	23,497.5
6	Ore, slag and ashes	67,518.2
7	Mineral fuel, oil and oil products; Bitumen substance; Waxes	41,451.7
8	Pharmaceutical products	25,385.7
9	Fertilization	60,213.9
10	Wood and its products; Wood carbon	22,758.5
11	Clothes and clothing owns	15,453.2
12	Pearls, stones, precious metals, and their products; Bijouterie; Coins	117,792.2
13	Black metals	197,049.9
14	Copper and its products	19,107.6
15	Atomic reactors, facilities and mechanical equipment, and their parts	20,901.6
16	Locomotives, mobile compositions and their parts; road equipment	15,244.3
17	Over ground Vehicles, besides railway or tramway mobile compositions	84,354.0
18	Aircrafts, spacecrafts, and their parts	16,825.9

Georgia exports goods which has less competitive advantage globally. In general, it exports raw materials, and the share of final product export is far behind of the amount of the raw material export. And undoubtedly this trend is disadvantageous for the country economy.

The global potential of the industry is determined by the following criteria:

- **Cost drivers:** It is defined by the location of strategic resources, differences in country costs, potential for economies of scale, and transportation costs.
- **Consumer drivers:** Globalization creates specific benefits to the consumers of some products. For example, for those companies who wish to copy the consumers of facsimiles, television sets, photo cameras, etc. have almost the same needs around the world, which is a benefit for the industry in the global space. Whereas demands for the furniture, clothes, and food products differ not only from country to country but also they vary inside a country, and depend on the culture, religion, taste, etc.
- **Global drivers:** When a company's consumers are other global businesses, they demand globally standardized products to a minimal price to be able to operate in various markets. And at the same time the business is forced to create the best product for all type of consumers.
- **Transferable marketing:** Branding is possible universally only with the global marketing programs and global advertising campaigns, which needs to be flexible enough to correspond to the market requirements. Many marketing elements (e.g.: brand name which translation is impossible) should submit to the brand adaptation. Global marketing programs need to go to the global channels because the need of local marketing channels restricts the globalization process.
- **Competitive drivers:** When an industry has competitive advantage globally, global competitors can have price advantages in comparison with the local competitors.
- **Decreasing risk at the expense of market expansion:** It really is an important advantage to invade the international market, but its continuous use, and hoping to cover losses from another market, makes the firm less adequate regarding to the circumstances.
- **Governmental drivers:** Trade policies, technical standards, regulations – these factors determine the potential success of the industry in a particular country. As a result of the analysis of these factors, there exist some industries in which companies have to compete in all markets around the world in order to survive. In those industries the competitive advantage of firms depends on economies of scale and economies of scope. Such industries are called global industries, and accordingly, their management strategies are different from the local industry strategies.

When decision is made to create a global business company, companies can use the following models to enter into international markets: Exporting, License, Joint venture, and Foreign direct investment. The choice among them depends on the formation speed, control, and risk degree as well as market knowledge, and the required level of investments. The selection of the entrance model essentially influences a company's success of foreign markets.

Companies operating in the global markets must **use all advantages** which give them the global space. In this case, the most important is that managers take into account the nature of global industry and the dynamic of global competitiveness on which should be built the strategies of taking opportunities. It can be based on: economies of scale; the possibility to use other countries resources (such as labour, raw materials); Extend the product life cycle in the markets with the means of the maneuver in the developed and developing markets; Using of changes in operations flexibility, products, prices, exchange rates, etc.

In many cases, global companies utilize the following kind of strategies: First mover advantage and only provider of a product to market; subsidization between countries; Transfer price.

Working on the management techniques the global business companies often apply to: Diversify macroeconomic risks because business cycles are not correlated among countries; Diversify operational risks which are necessary in case of labor problems, earthquakes, and wars.

Sumantra Ghoshal of INSEAD suggests a model of the strategic objectives consisting of three categories of strategic objectives and three sources of advantage. The following objectives are distinguished in the matrix: Efficiency in Operations; Flexibility; Innovation and Learning. There are also the main means of competitiveness: National Differences, Scale Economies, and Scope Economies. The matrix offers the selection of strategies in case of combination of all these factors.

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Strategic Objectives	Sources of Competitive Advantage		
	National Differences	Scale Economies	Scope Economies
Efficiency in Operations	Exploit factor cost differences	Scale in each activity	Sharing investments and costs
Flexibility	Market or policy-induced changes	Balancing scale with strategic & operational risks	Portfolio diversification
Innovation and Learning	Societal differences in management and organization	Experience - cost reduction and innovation	Shared learning across activities

Figure II. Model for Selection of Competitive Advantages. (3)

Even then when global market strategies are correctly chosen they still encounter many obstacles. The principal among them is the rapid changing environment, lack of information, high costs of capital, and the problems in the labour market. And when the environment changes rapidly, there is no perfect information about market features; cost of capital is fluctuated in different geographic areas, and at the same time there is a considerable deficiency of skilled personnel in both developed and developing countries. Thus, it is difficult to create competitive strategy, and achieve a real success.

The political environment also erects significant barriers. We can say that unstable political environment in Caucasus impedes both local companies to go to the international markets and foreign successful brands to enter into the region market. The fact is that penetration into foreign markets is totally impossible without agreement with the government members. This fact indicates to the politicization of the economic issues. There are also many cases of state monopoly and lobbying of specific sectors or businesses. Of course, all these incidents hinder the natural development of the market.

Finally, the base of all kinds of success is leaded by the knowledge management and its transfer. But there are difficulties relating to it as follow: lack of clear motivation of knowledge source and its recipient, lack of trust, the ambiguity and complexity of knowledge, recipient's inability to receive knowledge. The knowledge transfer is also impeded when clear results are late. This reduces the confidence to the project, and causes distrust. To overcome these obstacles experts suggest improving constantly the methodology of processes, the motivation techniques of knowledge source and its recipient. These steps will ensure the right approaches to the knowledge, changes, learning, and assure the technical infrastructure for the processes.

Taking into consideration the above mentioned details will create a guarantee of success which will provide a brand with the respective reputation.

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РЕЗЮМЕ:

Потенціал промисловості на світовій арені визначається специфікою конкретної країни і якістю галузі. Наступні три критерії використовуються для оцінки промисловості: місцева відповідальність, можливість поділитися міжнародними знаннями, міжнародні та глобальні можливості. Глобальний потенціал галузі визначається на основі наступних критеріїв: вартість; споживчі властивості; глобальні якості; трансферний маркетинг; конкуренція; зниження ризиків за рахунок розширення ринку; урядові чинники.

Ключові слова: потенціал промисловості, глобальні можливості, конкуренція, зниження ризиків

РЕЗЮМЕ:

Потенциал промышленности на мировой арене определяется спецификой конкретной страны и качеством отрасли. Следующие три критерия используются для оценки промышленности: местная ответственность, возможность поделиться международными знаниями, международные и глобальные возможности. Глобальный потенциал отрасли определяется на основе следующих критериев: стоимость; потребительские свойства; глобальные качества; трансферный маркетинг; конкуренция; снижение рисков за счет расширения рынка; правительственные факторы.

Ключевые слова: потенциал промышленности, глобальные возможности, конкуренция, снижение рисков

SUMMARY

The potential of industry in the global arena is determined by a specific characteristic of a particular country and the quality of the industry. The following three criteria are used to assess the industry: Local responsibility, Potential to share the international knowledge, and Global opportunities. The global potential of the industry is determined by the following criteria: Cost drivers; Consumer drivers; Global drivers; Transferable marketing; Competitive drivers; Decreasing risk at the expense of market expansion; Governmental drivers.

Key words: potential of the industry, global opportunities, competition, risk reduction

РЫНОК ИНФОРМАЦИОННЫХ УСЛУГ В КОНТЕКСТЕ ГЛОБАЛЬНОГО ЭКОНОМИЧЕСКОГО КРИЗИСА

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Актуальность исследования. Создание условий развития информационного общества требует научно-теоретической разработки проблем формирования и функционирования рынка информационных услуг, усиление его роли в экономических системах развивающихся стран, координации определенных процессов организации этого процесса на основе стратегии информационной экономики. Развитие рынка информационных услуг в мире происходит неравномерно.

Целью исследования является анализ рынка информационных услуг и его влияние на развитие глобальной экономики.

Объектом исследования выступает мировой рынок информационных услуг и особенности его функционирования.

Предмет исследования является современное состояние и перспективы развития рынка информационных услуг и технологий.

Фундаментальный экономико-теоретический анализ информационного рынка в условиях постиндустриальной экономики проведен в работах П. Баруа, П. Дракера, М. Кастельса, Д. Козье, П. Мильграма, Дж. Роберта, Т. Штауера и др. Исследованию проблем регионального