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**ESSENTIAL CHARACTERISTICS OF INTEGRATIVE INTERACTION  
AS A PATTERN FOR BUILDING INTEGRATED BUSINESS STRUCTURES**

*The article offers a comprehensive study on the essential characteristics of integrative interaction as a pattern for building integrated business structures. Based on a deepened understanding of an integration concept, it is argued that regardless of the scope of integration, this term could be considered twofold: either as an association, one way or another (often of equal single-profile business entities at the same level), or as an affiliation with a larger actor or with an existing association, sometimes its acquisition. In each case, integration is carried out to gain competitive advantages, obtain a particular benefit, and according to certain criteria. A literature review of the vast body of economic theories and approaches demonstrates that the integration concept is employed at all levels: local (refers to production processes within a single microeconomic unit); at a microlevel (within several business units); at the national level (within a certain state); at a mesolevel (within several border states); at a macrolevel (in a certain region), at a megalevel (within the global economic area). The in-depth-study of the essential characteristics of integrative interaction as a pattern for building integrated business structures allowed to consider integration as a polygamous category from the following perspectives: as an integration of individual units, activities, functions, elements; as a structural element of social development; as a management concept of cooperation; as a strategy and tactics of market behavior in competitive environment; as a strategy for integrating efforts, actions and opportunities; as forms of association (interaction) or as a system-based business unit; as a novel management approach; as a model for creating and developing integrated structures, implementation of innovative organizational patterns; as the process that leads towards a contingency state (launching, developing, evolving, strengthening of ties); as the processes of building and developing interaction, partnership and cooperation.*

**Keywords:** *integration; integrated business structures; integrative interaction.*

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**СУТНІСНА ХАРАКТЕРИСТИКА ІНТЕГРАЦІЙНОЇ ВЗАЄМОДІЇ ЯК ПЕРЕДУМОВА  
ФОРМУВАННЯ ІНТЕГРОВАНИХ БІЗНЕС-СТРУКТУР**

*Статтю присвячено проблемам дослідження сутнісної характеристики інтеграційної взаємодії як передумови формування інтегрованих бізнес-структур. На основі поглиблення розуміння терміну «інтеграція» визначено, що незалежно від сфери діяльності інтегрування, інтеграцію можна розглядати двояко: або як об'єднання в тому чи іншому сенсі (найчастіше на одному рівні рівноправних однопрофільних суб'єктів господарювання), або як включення до складу більш великого учасника чи вже існуючого об'єднання, а іноді і його поглинання. У всіх цих випадках інтеграція здійснюється з метою досягнення конкурентних переваг, отримання тієї чи іншої вигоди, за певними критеріями. Проведений літературний огляд існуючої на сьогодні сукупності економічних теорій та підходів показав, що поняття «інтеграція» застосовується на всіх рівнях: локальному (відноситься до виробничих процесів у рамках однієї мікроекономічної одиниці); мікрорівні (в межах сукупності бізнес-одиниць); національному (в масштабі певної держави); мезорівні (в рамках декількох прикордонних держав); макрорівні (в певному регіоні), мегарівні (в рамках глобального економічного простору). Результати проведеного аналізу щодо дослідження*

сутнісної характеристики інтеграційної взаємодії як передумови формування інтегрованих бізнес-структур дозволили розглядати інтеграцію як полігамну категорію з позицій: об'єднання в ціле окремих частин, видів діяльності, функцій, елементів; складову суспільного розвитку; управлінську концепцію співпраці; стратегію і тактику ринкової поведінки в умовах конкуренції; об'єднання зусиль, дій та можливостей; форми об'єднання (взаємодії) або системного стану суб'єктів; новітнього управлінського підходу; створення та формування інтеграційних структур, впровадження інноваційних організаційних форм; процесу, який призводить до формування стану пов'язаності (утворення, формування, розвитку, зміцнення зв'язків); процесу формування та розвитку взаємодії, партнерства та співробітництва.

**Ключові слова:** інтеграція; інтегровані структури бізнесу; інтеграційна взаємодія.

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### **СУЩОСТНАЯ ХАРАКТЕРИСТИКА ИНТЕГРАЦИОННОГО ВЗАИМОДЕЙСТВИЯ КАК ПРЕДПОСЫЛКА ФОРМИРОВАНИЯ ИНТЕГРИРОВАННЫХ БИЗНЕС-СТРУКТУР**

Статья посвящена проблемам исследования сущностной характеристики интеграционного взаимодействия как предпосылки формирования интегрированных бизнес-структур. На основе углубления понимания термина «интеграция» определено, что независимо от сферы деятельности, интеграцию можно рассматривать двояко: либо как объединение в том или ином смысле (чаще всего на одном уровне равноправных однопрофильных субъектов хозяйственной деятельности), или как включение в состав более крупного участника или уже существующего объединения, а иногда и его поглощение. Во всех этих случаях интеграция осуществляется с целью достижения конкурентных преимуществ, получения той или иной выгоды, по определённым критериям. Проведённый литературный обзор существующей на сегодня совокупности экономических теорий и подходов показал, что понятие «интеграция» применяется на всех уровнях: локальном (относится к производственным процессам в рамках одной микроэкономической единицы); микроуровне (в пределах совокупности бизнес-единиц); национальном (в масштабе определённой страны); мезоуровне (в рамках нескольких приграничных государств); макроуровне (в определённом регионе); мегауровне (в рамках глобального экономического пространства). Результаты проведённого анализа по исследованию сущностной характеристики интеграционного взаимодействия как предпосылки формирования интегрированных бизнес-структур, позволили рассматривать интеграцию как полигамную категорию с позиций: объединения в целое отдельных частей, видов деятельности, функций, элементов; составляющей общественного развития; как управленческую концепцию сотрудничества; как стратегию и тактику рыночного поведения в условиях конкуренции; как объединение усилий, действий и возможностей; в качестве формы объединения (взаимодействия) или системного состояния субъектов; как новейший управленческий подход; с позиции создания и формирования интеграционных структур, внедрения инновационных организационных форм; как процесс, который приводит к формированию состояния связанности (создание, формирование, развитие, укрепление связей); как процесс формирования и развития взаимодействия, партнерства и сотрудничества.

**Ключевые слова:** интеграция; интегрированные структуры бизнеса; интеграционное взаимодействие.

**Formulation of the problem.** The strengthening of consolidation and the globalization of economic processes are gradually changing the traditional systems of market relations that have developed in the twentieth century. Large integrated business structures began to play a dominant role both in competition and in distribution channels. It is the integrated business structures that provide reliable support for the stability of production, the development of advantages over competitors and the reduction of risk in conditions of uncertainty and rapid change today. Under these conditions, integrated business structures should be considered as a manifestation of deep processes associated with revolutionary changes in economic interaction, characterized by an increasingly close intertwining of rivalry and cooperation, the successful survival of organizations in innovative economic development.

**Analysis of recent sources, research and publications.** The basis for modern scientific research on the theory and methodology of socio-economic development of large corporate associations are the scientific works of the classics of world science [1–3]. The methodology of evolutionary and institutional approaches to determining the directions of capitalization of integration associations is presented in studies [4, 9, 10]. The analysis of the degree of study of the problem proves that the center of research interest is often not only the effectiveness of integrated business structures with traditional goals and organizational and economic forms, but also understanding the essential characteristics of integration as a prerequisite for integrated business structures.

**The aim of the study.** The aim of the article is to study the essential characteristics of integration interaction as a prerequisite for the formation of integrated business structures.

**Results of the research.** An in-depth study of the processes of emergence and development of integrated business structures should begin with a consideration of the nature of the modern corporation. Therefore, it is interesting to use the ideas and concepts of Karl Marx in the context of dialogue about the nature, specifics and contradictions of the corporation as one of the main actors in a market economy, especially since some scholars consider Marx a key figure in the emergence of corporate theory.

For classical Marxism, questions about the nature of corporation are related to the nature of corporate capital. That is, capital is considered as a separate economic category that creates a product sold on the market. This product embodies a new value, which includes added value and labor costs. The concept of value added is one of the central concepts of Marxist economic theory. K. Marx noted that in the capitalist mode of production the additional value is appropriated by the capitalist and thus the exploitation of the worker takes place. According to Marx, the rate of value added is "an accurate reflection of the degree of exploitation of labor by capital or the working capitalist" [1].

Consider this aspect in more detail. "Capital" presents a number of important definitions for today, in particular, emphasizes the basis of production and the fact that the producer of capital is a set of workers. The concept of aggregate employee, which is fundamentally important for a corporation and the fact that this aggregate employee becomes a productive force, is significantly greater than the productive force, which characterizes the simple sum of employees not united in a cooperative. In K. Marx we are talking about a productive force that can give both technical, and scientific, and organizational effects, expressed in greater value or greater productivity [2]. This aspect, in our opinion, is attractive and relevant in today's conditions, as it naturally reflects the epistemological and ontological essence of the category of "integration" as a market driver, which helps to deepen understanding of the evolution of basic models of spatial organization and mechanisms of synergistic effect.

The term "integration" is a central category of dialectics, represented in the economic literature by a large number of theories, concepts and interpretations.

Integration (from the Latin *integratio* – renewal, replenishment, *integer* – whole), in modern conditions is a fairly common concept that applies to many different areas of political, social and economic activities. In international relations it is often a question of integration of these or those states, their association in various communities and unions; in the financial sector – on the integration of banking structures; in industry – the formation of holdings, corporations, consortia, etc.

Regardless of the field of integration, integration can be understood in two ways: either as an association in one sense or another (often at the same level of equal single business entities), or as inclusion in a larger member or existing association, and sometimes its absorption. In all these cases, integration is carried out in order to achieve competitive advantages, to obtain a particular benefit, according to certain criteria.

It should be noted that in the case of the acquisition of a participant in the integration process, benefits for both parties are not necessarily achieved, sometimes the integration process is a forced step that gives only a chance of survival.

In a broad sense, integration is the union of elements, objects of any nature into one whole. For the first time in general economic science, a quantitative measure of integration was introduced by P. Gokhan – as a macroeconomic indicator as a generalized characteristic of the state of the capitalist economic system in the period of formation of corporations [3].

In the economic literature, the term "integration" is used to reveal the essence of the union of economic entities, deepen their interaction, and, as a consequence, the development of links between them to achieve economic benefits. This definition also includes the organizational aspect of enterprise integration. O. Menkur gives the following definition: "Integration: integration, unification, grouping, centralization of functions, integration. Concentration, concentration of powers in the hands of senior administrators or executives of two or more companies for the purpose of mutual benefit: reduction of competition, reduction of costs, ensuring a larger market share, etc." [4]. This definition reveals the organizational and managerial aspect of integration through a list of functions performed and results that can be achieved.

It is of some interest to reveal the concept of integration by G. Vechkanov from the standpoint of general mathematical theory of systems: integration is a concept of systems theory, which means the connection of differentiated parts into one whole, and describes the process that leads to such a connection [5]. In this definition, there are two components of the integration process: first, the elements of the system are interdependent (manifested through the law of self-preservation of the system); secondly, the elements of the system are combined into a single integrated system (manifested through a systems approach).

Currently, the concept of integration is used at all levels: local (refers to production processes within one microeconomic unit); micro-levels (within a set of business units); national (on a national scale); meso-levels (within several border states); macro-levels (in a certain region), mega-levels (within the global economic space) [6].

Macroeconomic integration (institutional type of integration), also called regional integration, is a process of interpenetration, merging of national reproduction processes on the basis of political decisions in order to bring together social and political institutional structures of the uniting states, resulting in various associations. unions, blocs of states, etc. Microeconomic integration (corporate type of integration) in the economic literature means the integration of capital and assets of companies. There are many varieties of this type of integration, for example; horizontal and vertical integration, conglomerate integration. On their basis, markets with direct connections are formed, integrated associations in the form of holdings, financial-industrial groups, multinational companies, etc. are created.

In the study of integration issues at the regional and microeconomic levels, emphasis is placed on defining and specifying goals. Integration processes are not considered as an end in themselves, but act as a tool for long-term progressive innovative development of socio-economic systems in ensuring the stability and reliability of their functioning and competitiveness in changing internal and external environments. In certain areas in the process of creating integrated structures there is a qualitatively new formation based on the principle of synergism, when a harmonious combination of two or more interacting objects (elements) creates a new quality.

In the domestic economic literature, the term "integration" has been actively used since the late 60's of last century to describe the foreign economic activity of countries with different systems of government. From these positions, integration should be considered as a global trend in interstate relations and the world economy, taking into account the general development of large systems, determined by objective patterns of development of productive forces, the needs of the international division of labor with differences in natural resources, climate, remoteness. At the present stage, this concept has become multifaceted and has been used to describe various areas and areas of activity.

It should be noted that the study of integration processes is based on a set of economic theories and approaches. For example, the concept of technological factors considers integration processes through technological imperatives, but with interaction through bilateral contracts, "economy of speed" (competition based on time and advantages in the speed of innovation) and better management coordination [7].

The concept of macrogeneration treats integration as an incentive to transfer resources to areas of higher productivity [8]. It may lead to the discovery of new ways to use the assets of other agents through the redemption by one of the agents of the "rights" of unimpeded access to the resource of another agent or the forcible removal of one of the agents from using the resource [8].

From the point of view of group theory, the basis of integration is the provision on the possibility of activating individual enterprises to achieve common or group interests [4, p. 11]. Integration as a voluntary action of small groups is aimed at achieving a common goal (orthogonality to coercion in large ISB, when only the presence of large (controlling) shareholders allows to overcome opportunistic behavior [9, p. 18]).

According to the theory of organization, integration is the division of labor and the development of deep and stable ties within the implementation of a coherent economic policy. And the strategic concept emphasizes the expression of integration through the desire of dominant firms to seize and maintain advantages or more advantageous positions in the market to prevent competition.

To date, the vector of integration processes is also aimed at the organization of structures and forms of functioning of options for their integration, to denote which other terms are often used. S. Avdasheva under integration business groups means "any associations of enterprises whose joint activities go beyond market contracts" [5]. Intensive business processes within the company correspond to the generally accepted trends and clear priorities in building business structures in modern realities, which is due to the desire of each large company to quickly occupy its segment in the market and gain a foothold in it. Competitive advantages are obtained by those business structures that have a single, clearly defined goal, clearly understood and accepted for each member of the team, and where all resources are directed to achieve this goal.

A well-thought-out and effectively organized structure of an integrated business unit is implemented through business processes that are aimed at prompt, efficient and timely response to a dynamic external environment, characterized by constant changes in market conditions and the behavior of competitors. The necessary ability of the enterprise to adapt to changes in the external environment (active adaptation) is a factor of competitive advantage.

**Conclusions.** Considering the essence of integration, we can conclude that it penetrates into all functional areas of economic activity of organizations, including closely intertwined with the field of marketing, the importance of which to achieve market success in today's economy is crucial.

Thus, integration as a polygamous category can be interpreted from the standpoint: the integration of individual parts, activities, functions, elements; component of social development; management concept of cooperation; strategy and tactics of market behavior in conditions of competition; combining efforts, actions and opportunities; forms of association (interaction) or systemic state of subjects; the latest approach to management; creation of integration structures, new organizational forms; the process that leads to the formation of a state of connection (emergence, formation, strengthening, deepening of ties, increasing their number and changing quality); the process of formation and development of interaction, cooperation, partnership.

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