

DIAGNOSIS OF INFLUENCE OF GLOBAL INDICATORS ON DEVELOPMENT OF BUSINESS SYSTEMS

N. O. Parkhomenko, D.E., Associate Professor, Simon Kuznets Kharkiv National University of Economics, parkhomenko.na28@gmail.com, orcid.org/0000-0001-8776-6970

Methods. The research methodological basis is the system of general and special scientific methods, in particular such methods as comparison – to evaluate the key parameters of business systems development; analysis and synthesis – to summarize the study results; mathematical methods such as determining the correlation dependence – to analyse the correlation between selected exogenous factors with the key parameters of business systems.

Results. The list of global indicators that influence the development of business systems is proposed. The key parameters of international and domestic business systems development are identified. The parameters of business systems development are grouped according to the criteria of adaptability, reliability, flexibility, mobility and sufficiency. A set of indicators that determine the development of business systems is systematized. The diagnostics of the influence of exogenous indicators on the change of key parameters of business systems development is carried out. Strategic guidelines for the development of business systems based on diagnostic results are formed. The limitation of the research is that the diagnostic methodology does not take into account the specifics of the development of business systems in all countries and requires adjustment of relevant factors.

Novelty. The originality and value of the study lies in the formation of a methodology for diagnosing the impact of global indicators on the development of business systems. In monitoring the impact of global factors on the development of business systems, it was diagnosed that not all of the selected parameters affect the key parameters of business systems development, so when forecasting development trends, it is advisable to consider only those that have such an impact.

Practical value. The list of exogenous factors which it is expedient to use in forecasting of development of business systems is offered. The practical implications of the methodology for diagnosing the impact of global indicators on the development of business systems can be used in the process of strategic management of companies.

Keywords: business system, global economy indicators, diagnostic, strategic management, development trends, correlation, parameters of development.

Statement of problem. The effectiveness of the business system depends on the characteristics of the global economy indicators. Modern processes of global economic development, integration and disintegration, emergence of new trends in business interaction, global competition, virtualization and networking, changes in the level of intra-organizational relations of the business system and relationships with the external environment require constant

monitoring, analysis, diagnosis and corrective actions under the influence of global economy indicator. Monitoring and diagnostics of the global economy indicators allows a comprehensive assessment of all components and effective strategic management of the development of each enterprise. Identifying trends in the global economy ensures the stable state of the business system, its competitiveness, and efficiency.

The global economy indicator is a complex and multidimensional system that is dynamically changing and needs constant study and adjustment. Under the global economy indicator we will understand the set of economic conditions for the development of business systems. The development of the global economy is ensured by a set of individual business entities, their relationships and environmental factors that affect business.

Every business system has an internal environment, resources, staff, technology, management. In this case, the internal environment of the business system changes under the influence of the external environment. It is advisable to separate the global business environment by the following features: the business environment is part of the social environment; the effectiveness of economic processes in the country provide quality characteristics of the business environment; the business environment is formed within a certain territory (region, country), which has appropriate cultural, institutional, legal features; the global business environment is formed by external factors of political, economic and social influence, the combination of which forms the conditions for the functioning of the business system. Trends in the global economy provide an opportunity to identify future directions and priorities for business systems.

Aim of the paper. The aim of the research is to study the global trends of the economy, and to diagnose the influence of global economy on the development of business systems. To achieve this goal, the following tasks are set: to characterize the global economy indicators; to determine its features; to outline the directions of diagnostics of the global economy indicators; to characterize the factors influencing the global economy; to identify criteria for classifying the global business trend; to identify trends in the global economy based on international ratings and development forecasts; to identify key factors that drive change in the global economy; to diagnose the relationship between the key parameters of business systems development and global and national economy indicators on the example of ArcelorMittal international metallurgical company, as well as the activities of the Ukrainian division of the corporation ArcelorMittal Kryvyi

Rih, and to form a methodology for forming business strategies.

Analyses of recent papers. Studies of the global factors have been conducted by various experts, such as Porter [13], Smith [14], Chakrabarty & Wang [3], Xu et al. [19], Zinkota & Ronkainen [20], Doh et al. [5], Shtal et al. [15], Otenko & Parkhomenko [11], Mufudza [9], P. Petera et al. [12], Cezarino et al. [2], Harvey et al. [6], Teece [17], Kriz & Welch [8], Hult et al. [7] etc. Researchers, studying the formation and development of the global economy factors, identify key components of success in the business, consider various aspects of company behavior in the global environment, and characterize the impact of globalization on the development of business systems and more.

Thus, Porter [13] identifies the key components of the success of business systems in the business environment. Smith [14] considers various aspects of the behavior of business systems in a global environment.

Chan Kim & Moborn [4] propose to consider the global environment as a set of spaces; two oceans are red and blue. The red ocean covers all sectors of the economy, the existing market. Businesses compete to attract consumers to their space. The more manufacturers, the less opportunities companies have for development. The blue oceans cover unexplored market space. These oceans are dominated by cooperation and collaboration, the creation of new goods and services and the maximization of profits through this. When businesses form new industries, or changing market boundaries, blue oceans emerge or form. The researchers studied the activities of companies that formed the path to the blue oceans and their competitors, which did not work in innovative areas and remained within the red oceans.

Hult et al. [7] studies the key criteria for accurate diagnosis, which are a guide to the success of the business system in the international market and effective operationalization. Kriz & Welch [8] focus on the study of high-tech business systems, explore the aspect of uncertainty in the process of bringing new technologies to the world market, study the interdependence of internationalization and innovation. Teece [17] develops a multinational company's dynamic theory based on its external capabilities, arguing that an effectively developed strategy and

identified dynamically changing capabilities provide competitive advantages to business systems in a global environment that help forecast international business prospects and exercise sound management.

Cesarino et al. [2] considers the factors that support the development of dynamic capabilities of business systems in the direction of sustainable management. Harveya [6] studies global processes and features of managerial decision-making by managers in a global environment. The authors study the features of monitoring the global environment and the decision-making process in multinational companies, which differs significantly from national companies.

Nikolić et al. [10] offer a conceptual framework for the study of factors influencing the development of small and medium enterprises. Considering various factors, the authors offer a list of the most important ones that determine the crisis or prosperity of a small and medium business entity.

Petera & Soljakova [12] investigate the degree of use of strategic management accounting methods and the main factors influencing the formation of company strategies in the Czech Republic. The authors use a quantitative approach based on contingency theory, including descriptive statistics, correlation analysis and regression analysis. Mufudza [9] examines the dynamic strategies of modern business, focusing on the need to dynamically take into account the capabilities of business systems in a changing business environment. The author notes that determining the capabilities of business systems increases the adaptability and flexibility of companies.

Otenko & Parkhomenko [11] clarify the concept of business system and develop a methodological approach to the analysis of the conditions of business systems, the authors propose a typology of business systems development strategies and the procedure for choosing a company strategy in a global environment. Shtal et al. [15] study different methods of strategic analysis are considered, namely: SWOT analysis, PEST analysis, STEP analysis, GRID matrix, SNW analysis, EFAS form and others that allow estimating the factors influencing the external environment of the market on the basis

of which organizations can make effective decisions.

Zinkota & Ronkainen [20] focuses on the need to anticipate changes in the business environment in order to form and implement corporate decisions. Given that the development trends of the global environment are multidimensional, the authors propose to use special indicators of international business development. Doh et al. [5] study the effects of institutional factors on the development of business systems in order to determine development strategies, which include strategies for internationalization, borrowing and signaling. The choice of development strategy based on the diagnosis of institutional factors allows determining the direction of behavior of the business system in the global environment.

Xu et al. [19] investigated an evolutionary approach to dynamic modeling of business systems in order to plan and manage business processes, which allowed defining strategies, algorithms and mechanisms for planning business systems. Chakrabarty & Wang [3] substantiate the ability of companies to maintain sustainable development for a long time, which is provided mainly by available resources, innovative developments, and internalization of development, which allows maintaining sustainable development indicators.

In general, researchers focus on several parameters of the functioning and development of the business. It is advisable to conduct a comprehensive assessment of trends in the global and national economy in the business activities of entities, which will provide an opportunity to identify the main directions of business transformation and forecast the prospects for its development.

Materials and methods. Diagnosis of influence of global economy indicators is carried out in the direction of economic activity in determining the feasibility of entering international markets and justifying the scope of future international activities; in the direction of formation of the international innovative activity at an estimation of efficiency of use of foreign technologies, reception of licenses, patents, etc.; in the direction of legal support of international activity in the use of international norms, rules and principles in the process of conducting foreign economic activity; in the direction

of political influence in the process of interaction between institutional authorities and business systems; in the direction of cultural interconnection when combining several business stereotypes, when the relevant business processes, business protocol become unified. Global changes and transformations are formed under the influence of different countries of the world. All countries participate in shaping the global economy indicators. The formation of the global economy indicators is influenced by demographic, cultural, legislative, political, economic, social, psychological spheres of business systems development.

Consider the definition of criteria for classifying the business environment. Grouping in the set of components of the business environment will allow studying the structure of the business environment from the standpoint of a systems approach.

According to the activities of business entities, we can distinguish between internal and external business environment. The internal business environment is formed by the business entity itself, it covers the internal subsystems of the enterprise, determines the potential and opportunities for future development. Elements of the internal environment are goals, resources, staff, management system, business organization. The internal environment can change under the influence of the external, to which the business system can intervene by interacting with institutional authorities, NGOs and other counterparties, integrating into these structures. In the absence of interaction between these structures and business, the level of impact on the external environment is zero, the business system must adapt to various challenges. In this case, the business system has no impact on economic policy, which may affect the use of anti-competitive measures, corruption mechanisms, business shadowing. In order to obtain satisfactory performance, and sometimes survival, businesses may violate the terms of contracts by failing to meet financial and sales obligations, supplying substandard products, evading taxes, and so on. To ensure a balance of interests between internal and external environment, it is advisable to establish cooperation between business and contractors, which will help legalize business, unify rules and regulations, standards of organization and conduct of business,

minimize the shadow economy, social entrepreneurship, democratization of society and government. It should be added that researchers divide the external environment into general and specific. The general environment is characterized by factors of indirect impact on the business system, such as economic status, political and international factors, socio-cultural environment, infrastructure, scientific, technological and innovative development, geopolitical situation, natural and climatic conditions, environmental norms and standards, market changes, integration and disintegration, globalization of business processes, etc.

The specific environment is formed under the influence of factors of direct influence, such as the level of competition in the market, access to financial resources, system of standardization and quality control, level of information technology development and business process of informatization, legal and regulatory tools, taxation, corruption and shadowing business, system of intellectual property protection, peculiarities of opening and registering a business, difficulty of obtaining licenses, barriers to doing business, the level of supply and demand, support for trade unions, etc. Continuous monitoring of the general and special business environment will allow timely detection of threats and mitigate their negative impact, adapting the business system to the relevant situation.

The main idea of the study is that determining the indicators of business systems development strategies involves the allocation of strategic priorities, types or forms of change in the state of their potential, which is manifested through its properties of adaptability, reliability, flexibility, mobility, sufficiency, etc. : the main property of potential is integrity, which is the result of the interaction of its components; priority of economic goals of the enterprise and economic results of its activity, which allow to achieve long-term development goals due to the effective functioning of business systems; the maximum degree of adaptability to changing conditions of the internal and external environment, which is determined by its sustainability and economic security.

The first and second provisions defined by the authors allow choosing among all indicators of activity the economic indicators char-

acterizing profitability of the enterprise (intensity of use of resources, efficiency of economic activity and business activity of the enterprise). The third provision necessitates the use of indicators of liquidity and financial stability of the enterprise. To assess the financial and economic development of business systems, indicators of solvency, profitability and business activity are used. And although these characteristics are closely interrelated, they are independent areas of analysis. Thus, the main properties of the state of development of business systems should be defined adaptability, reliability, mobility and maneuverability, efficiency.

In the study we form a model for diagnosing the development of business systems, based on many indicators of their activities, namely, for global business systems: x_1 – net sales, x_2 – operating profit, x_3 – net assets, x_4 – current ratio, x_5 – return on invested capital, x_6 – return on assets, x_7 – return on investment, x_8 – financial leverage, x_9 – return on operating activities, x_{10} – average share price, x_{11} – earnings per share, etc. The following performance indicators were used to study domestic business systems: x_1 – assets, x_2 – equity, x_3 – net income, x_4 – cost of sales, x_5 – net profit (loss), x_6 – return on assets, x_7 – return on equity, x_8 – material consumption, x_9 – labor intensity, x_{10} – average salary, x_{11} – profitability ratio.

Given the significant number of key parameters, it is advisable to group them according to the criteria of adaptability, flexibility, efficiency and mobility, which reflect the main trends in business systems (table 1).

Given the relatively large amount of statistics on business systems as a method of modeling and evaluation of strategic priorities, factor analysis based on the multiple regression models was chosen. The description of business systems development processes is carried out with the help of a system of indicators that characterize the state of these processes.

Determining the minimum number of factors that are sufficient to describe the initial system of indicators and their correlations is solved by the method of principal components. According to the standard procedure, a matrix of loads of weight coefficients is obtained. Factor loads are characteristics of the stochastic relationship between the initial features and general factors, which in our case are global and

national indicators of development. To perform factor analysis calculations, the module Statistics, Advanced Models, Multiple Regression of the statistical package Statistica 13.5 is used.

Table 1

Key parameters of business systems development according to the criteria of adaptability, flexibility, efficiency and mobility

Criteria for business systems development	Key parameters of business systems development according to certain criteria
Adaptability	Net sales, net profit, cost, net assets, current ratio
Flexibility	Operating margin, equity, net turnover as a percentage of sales, ratio of net debt to equity, turnover of fixed assets, ratio of equity to assets
Efficiency	Return on assets, return on equity, material consumption, labor intensity, profitability ratio
Mobility	Return on investment, financial leverage, average share price, earnings per share

Source : [11]

To test the hypothesis of the impact on key performance indicators of global economy indicators, the following global indicators were selected for the study of global corporations: Var 1 – consumer price index, Var 2 – change the balance of the current account, Var 3 – GDP growth rate at constant prices, Var 4 – change in GDP at purchasing power parity, Var 5 – GDP growth rate per capita,% Var 6 – GDP deflator, Var 7 – market capitalization,% Var 8 – average world price of Brent oil, dollars per barrel Var 9 – change of quotations on the Dow Jones index,% Var 10 – change of quotations on the index S@P,% Var 11 – change of quotations on the FTSE index,%.

For the study of Ukrainian business systems, national indicators of economic development were added as parameters of influence, 23 indicators were selected as studied parameters, among which: Var 1 – nominal GDP growth rate in hryvnia equivalent,% Var 2 – growth rate of nominal GDP in dollar equivalent,% Var 3 – inflation index,% Var 4 – dynamics of external debt,% Var 5 – index of real wages,% Var 6 – unemployment rate,% Var 7 – export-import coverage ratio, Var 8 – index of indus-

trial production,% Var 9 – volume of direct investment of the world in the economy of Ukraine, million dollars Var 10 – balance of investment activity in Ukraine,% Var 11 – official exchange rate of hryvnia against the dollar (average for the period), Var 12 – official exchange rate of hryvnia against the euro (average for the period), Var 13 – hryvnia devaluation index, Var 14 – average world price of BRENT oil, in dollars per barrel Var 15 – producer price index, Var 16 – share of performed scientific and scientific-technical works in GDP,% Var 17 – share of enterprises engaged in innovation,% Var 18 – share of unprofitable enterprises in Ukraine,% Var 19 – return on assets of Ukrainian banks,% Var 20 – return on equity of Ukrainian banks,% Var 21 – change of quotations on the Dow Jones index 30,% Var 22 – change of quotations on the index S&P 500,% Var 23 – change of quotations according to FTSE index 100,%. The fact of non-linearity of the original data is not in doubt. We analyze the importance of independent factors and the degree of their influence on the initial parameters, determine the functional dependence $Y = f(Y1, X1, X2, \dots, Xn)$. To confirm the methodology of formation and selection of these types of development strategies, an analysis was conducted on the example of enterprises in the machine-building and metallurgical industries.

Business systems, which in recent years have been included in the TOP of corporations in the world, have been chosen as objects of diagnosing the relationship between the key parameters of business systems development on exogenous factors of global influence. The study was conducted on the example of the activities of ArcelorMittal, an international metallurgical company, as well as the activities of the Ukrainian division of the corporation ArcelorMittal Kryvyi Rih. The initial data on the key performance indicators of these companies in 2013–2019 are presented on the official websites of the companies [1].

The correlation analysis conducted in the Statistica package allowed us to assess the relationship between exogenous factors and key parameters of business systems. The existence of a factor relationship was clarified using pair wise correlation coefficients. The results of the analysis proved that not all selected exogenous factors correlate with the key parameters of business systems. Such factors were excluded from the list of exogenous variables when building a diagnostic model and, accordingly, forecasting the future state of business system development. The interdependence of factors and variables obtained as a result of analysis is presented in table 2.

Table 2

Correlation matrix of key ArcelorMittal parameters and global indicators

Parameters	Consumer price index	Changing the current account balance	GDP growth rate at constant prices	Change in GDP at purchasing power parity	GDP growth rate per capita	GDP deflator	Market capitalization,%	The average world price of Brent oil	Change of quotations according to the Dow Jones index	Change of quotations according to the S @ P index	Change of quotations according to the FTSE index
Net sales	0,819	-0,165	-0,497	0,264	-0,032	0,280	-0,584	0,871	0,078	0,26010	-0,2682
Operating profit	0,308	0,450	-0,374	-0,633	-0,315	-0,662	-0,573	0,043	0,128	-0,0442	-0,0750
Net assets	0,775	-0,016	-0,678	0,278	-0,185	0,217	-0,666	0,920	0,238	0,41884	-0,0736
Current ratio	0,898	-0,313	-0,382	0,243	-0,221	-0,045	-0,682	0,524	-0,169	0,00289	-0,3145
Return on invested capital	0,396	0,595	-0,448	-0,689	-0,472	-0,771	-0,695	-0,022	0,277	0,11052	0,10535
Return on assets	0,389	0,563	-0,405	-0,705	-0,434	-0,764	-0,662	-0,038	0,239	0,06362	0,05650
Return on investment	0,293	0,519	-0,389	-0,679	-0,385	-0,732	-0,589	-0,025	0,187	0,00210	0,01355
Financial leverage	-0,674	-0,542	0,516	0,558	0,561	0,727	0,878	-0,062	-0,318	-0,2319	-0,1450
Profitability of operating activities	0,238	0,517	-0,392	-0,659	-0,377	-0,719	-0,559	-0,024	0,182	-0,0061	0,02181
The average share price	0,431	-0,214	-0,500	0,353	0,099	0,476	-0,252	0,972	0,099	0,25579	-0,2333

Earnings per share	0,462	0,548	-0,489	-0,733	-0,542	-0,803	-0,681	0,012	0,317	0,14928	0,12826
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Source: own calculation according [1, 16, 18]

At the same time, the following high-level correlations can be traced on the different business systems. First, it should be noted the relationship between the net income parameter and the indicator of GDP growth in dollar terms. Second, there is a relationship between the parameters of net income, cost of goods sold and the indicator of the wage index. Third, the parameters of net income, cost of sales, rate of return, earnings per share correlate with the indicator index of industrial production. Fourth, the parameters of net income and earnings per share are related to the indicator of foreign direct investment in the economy. Fifth, the cost of goods sold depends on the hryvnia devaluation index. Sixth, the size of assets depends on the intensity of innovation of business systems. All identified dependencies will be used to form models of business systems development and forecast scenarios for their future activities.

Among the exogenous factors of global influence, the most important on the key parameters of global systems were: Var 4 – change in GDP at purchasing power parity, Var 6 – GDP deflator, Var 7 – market capitalization,%, with the least impact had Var 9 – change in quotations for Dow Jones index,% and Var 11 – change in quotations on the FTSE index,%. Regarding exogenous factors of global and national influence on the key parameters of national business systems had Var 2 – nominal GDP growth in dollar terms,%, Var 4 – external debt dynamics,%, Var 5 – real wage index,%, Var 8 – index of industrial production,%, Var 9 – volume of direct investments of the world in the economy of Ukraine, million dollars, Var 12 – official exchange rate of hryvnia against euro (average for the period), Var 13 – index of devaluation of hryvnia, Var 15 – price index manufacturers, Var 17 – the share of enterprises engaged in innovation,%. The parameters Var 21 – change of quotations according to the Dow Jones index, % and Var 23 – change of quotations according to the FTSE index, % were also given minimal influence.

Conclusions. The formed factor system reflects not only the strategic priorities and the complete structure of the state of development

processes, identifies the most important factors, but also determines the structure of each factor and the relationship between the indicators that determine each factor. This study allows to identify, systematize and classify the whole set of factors that determine the state of business systems development in the global environment, to develop a method for measuring the quantitative characteristics of the impact of these factors, forming on this basis tools for managing these processes.

In order to have a complete picture of the state of the business system development processes, it is necessary to conduct further research both by groups of enterprises (typical states) and separated from groups of enterprises (individual states). The analysis allows determining the strategic priorities, type and nature of the state of their development processes. The state of the processes of their development has the character of: gradual development; unstable development due to insufficient degree of adaptability; decline and crisis due to loss of adaptability.

According to the assessment of strategic priorities and factors of business systems development ArcelorMittal, the type can be defined as gradual development due to the following structural changes: high degree of development stability, as evidenced by steady growth of business results; intensity of growth rates and innovative nature of activity processes; high degree of flexibility for innovation and fulfillment of market requirements; sufficiency to achieve goals.

According to the assessment of strategic priorities and factors of the development of Ukrainian domestic business systems, its type can be defined as unsustainable development due to insufficient adaptability, as evidenced by: passivity of formation and development processes due to depletion of production and financial and economic potential and inefficient management changes; low degree of adaptability and reliability does not allow to use the potential of the market and defines strategies as strategies of «survival»; insufficient level of potential and its structural elements (personnel,

technical and technological, innovative, resource and market) do not allow to form strategic potential.

In the group of studied business systems there were no ones that do not have strategic priorities and the type of state of the processes of their activities can be defined as a fall and a crisis due to loss of adaptability. But there are definitely such business systems. For further research, the first group is the most interesting, which is the largest and is not quite homogeneous in terms of development.

The conclusion of the analysis confirmed the position is the success of business systems depends on the breadth of organizational templates used in market positioning. Example of successful international industrial groups is ArcelorMittal. According to the study, less successful business system continues to follow the «traditional rules and regulations» for the organization of their activities, more successful focused on «decisive and free» manipulation of their resources.

Despite the different levels of development of companies, they have similar features of business systems, which are a combination of these types of organizational strategies: active integration processes (through concentration strategies as mergers, acquisitions) to expand production capacity, as close as possible to potential consumers, and reducing the cost of production and marketing; active promotion policy, which consists in the establishment of trading houses, branches and subsidiaries, concluding agreements with distributors with further advice and clarification; application of cooperation strategies, wide developed production partnership, which is realized in the form of outsourcing of components, joint ventures or special orders (such orders involve the production of a batch of bearings for a particular manufacturer who will put their brand on them); application of methods of unfair competition, aggressive market behavior.

Therefore, determining the relationship between key parameters of business systems development and exogenous global and national indicators requires further study in order to predict the development of business systems and implement organizational change. To determine the strategic direction of business systems development in the global environment, a

system of indicators has been formed, which are grouped according to the criteria of adaptability, reliability, mobility and maneuverability, efficiency. The factor system reflects the strategic priorities and the complete structure of the state of development processes, identifies the most significant factors, and determines the structure of each factor and the relationship between indicators. Factors' assessment reveals the degree of influence of factors and its focus on the process of business systems development. As a result of the research the set of factors determining the state of development processes is revealed, systematized and classified, the technique of measurement of quantitative characteristics of influence of factors is developed. On this basis, the tools of strategic management of business systems development are formed. The following strategies for the development of business systems are identified: gradual development; unsustainable development due to insufficient degree of adaptability; decline and crisis due to loss of adaptability. The strategy of gradual development is most used among the studied business systems. It should be noted that the effective functioning of business systems requires a combination of organizational strategies: integration processes, active promotion policy, the application of cooperation strategies, aggressive market behavior.

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ДІАГНОСТИКА ВПЛИВУ ГЛОБАЛЬНИХ ІНДИКАТОРІВ НА РОЗВИТОК БІЗНЕС-СИСТЕМ

*Н. О. Пархоменко, д. е. н., доцент, Харківський національний
економічний університет імені Семена Кузнеця*

Методологія дослідження. Методологічною основою дослідження є система загально-наукових та спеціальних методів, зокрема методів порівняння – для оцінки ключових параметрів розвитку бізнес-систем; аналізу та синтезу – для узагальнення результатів дослідження; математичні методи визначення кореляційної залежності для аналізу взаємозв'язку вибраних екзогенних факторів із ключовими параметрами бізнес-систем.

Результати. Визначено перелік глобальних індикаторів, які здійснюють вплив на розвиток бізнес-систем. Ідентифіковано ключові параметри розвитку міжнародних та вітчизняних бізнес-систем. Згруповано параметри розвитку бізнес-систем за критеріями адаптивності, надійності, гнучкості, мобільності та достатності. Систематизовано набір показників, що визначають розвиток бізнес-систем. Проведено діагностику впливу екзогенних індикаторів на зміну ключових параметрів розвитку бізнес-систем. Сформовано стратегічні орієнтири розвитку бізнес-систем на основі результатів діагностики. Обмеженнями щодо дослідження є те, що методологія діагностики не враховує особливостей розвитку бізнес-систем усіх країн і вимагає коригування відповідних факторів.

Новизна. Оригінальність і цінність дослідження полягає у формуванні методології діагностики впливу глобальних індикаторів на розвиток бізнес-систем. При моніторингу впливу глобальних факторів на розвиток бізнес-систем було діагностовано, що не всі вибрані параметри впливають на ключові параметри розвитку бізнес-систем, тому при прогнозуванні тенденцій розвитку доцільно враховувати лише ті, які мають такий вплив.

Практична значущість. Запропоновано перелік екзогенних факторів, які доцільно використовувати при прогнозуванні розвитку бізнес-систем. Практичні результати використання методології діагностики впливу глобальних індикаторів на розвиток бізнес-систем можуть бути використані в процесі стратегічного управління компаніями.

Ключові слова: бізнес-система, глобальні індикатори розвитку, діагностика, стратегічний менеджмент, тенденції розвитку, кореляційний аналіз, параметри розвитку.

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