

## **BUSINESS MODELING IN THE STRATEGIC MANAGEMENT OF THE INTERNATIONAL HIGH-TECH COMPANIES**

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In the past years, the concept of a business model has become a popular element of strategic management not only for researchers but for a business too. Chesbrough and Rosenbloom searching the web in May 2000, found 107,000 references to the term. In June 2004, the same search found 2,130,000 mentions on Google, for today the number of searches in Google is more than 109 million.

To understand the idea of the business model concept in strategic management, its importance, and to give an illustrative example, it has been decided to analyze the rating of Ukrainian high-tech and innovative companies introduced by Delo.ua. During this research we analyzed also whether the company is international or local to understand the big picture. It is significant to note that during the analysis of given companies, has been determined that 17 companies from the list often mention their business model, both in their media resources and in reporting. Also, those 14 companies out of 17 are international. Thus, we can summarize that the vast majority of international companies in this rating talk about their business model and mention it in their open sources of information. The measurement of how companies describe their business model, an expert assessment has been carried out using an ordinal rating scale or, a Likert scale, where score 1 – an element is not mentioned, and 5 – an element is fully described. The elements have been taken from «Business Model Canvas» introduced by Alexander Osterwalder – one of the strategic management tools to describe the business models of new and existing companies, which review all the company's business processes: customers, supply chain, resources, finance, and, for sure, a value creation.

Also, according to the same principle we decided to analyze top international companies with foreign ownership in the same industries. With the help of this study, we found that Ukrainian companies have 4 main weak building blocks in their business models description: customer segments, customer relationships, key partners and cost structure. The opposite findings have been obtained during the analysis of the foreign companies. Those companies open the framework of their business models and place their business model under the sections of the strategy and strategic management in their reporting.

Thus, we could summarize those Ukrainian companies use their business models as a tool for marketing communications mainly. Vice versa, foreign companies are more open in their business model description. Such behavior of Ukrainian companies could be explained due to their fear to be more open and show more global and clear information about company activity. It is important to note that without understanding the customers and partners for whom value is being created, the strategic development of the company is impossible and mimicry arises at this level.