

## **Spremembe korporativnih strategij po uvedbi financiranja investicij v infrastrukturo z javno-zasebnim partnerstvom v oskrbovalnih verigah globalno usmerjenih podjetij**

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### **Povzetek**

**Raziskovalno vprašanje (RV):** Gradnja železniške in avtocestne infrastrukture ima velik vpliv na korporativne strategije v oskrbovalnih verigah globalno usmerjenih podjetij. V članku se osredotočamo na vprašanje modernizacije, prilagajanja infrastrukture in novih naložb, ki so bile v preteklosti izključno načrtovane in izvedene z državnimi sredstvi - nacionalnimi viri financiranja. V preteklosti je država s temi investicijami pomagala podjetjem pri pridobivanju trajnih konkurenčnih prednosti v oskrbovalni verigi in pri preoblikovanju distribucijskih sistemov brez neposrednih naložb podjetij. Žal danes ekonomska stanja v gospodarstvih ne dopuščajo, da bi si vlade lahko privoščile takšne naložbe, tudi evropska sredstva ne zadostujejo. Dinamika gospodarskega razvoja globalnega trga sili globalno usmerjena podjetja, da so izpostavljena močni konkurenci, zato se je javno-zasebno partnerstvo vpeljalo v investiranje v infrastrukturo. Kratkoročno bodo podjetja, ki bodo uporabljala to strategijo, pridobila trajne konkurenčne prednosti. Tovrstno financiranje bo tudi pospešilo gospodarski razvoj, vendar ima tudi dolgoročni vpliv na globalno usmerjena podjetja, regionalni razvoj in posamezna nacionalna gospodarstva, saj bi to lahko predstavljalo potencialni problem političnih in komercialnih tveganj.

**Namen:** Želeli smo ugotoviti, kako tovrstno financiranje infrastrukture (javno-zasebno partnerstvo) vpliva na korporativne strategije v oskrbovalnih verigah globalno usmerjenih podjetij in na druge gospodarske subjekte v mikro in makro okolju.

**Metoda:** Analiziranje kompleksnosti sprememb stanja gospodarskega sistema in kompleksnih temeljnih globalnih procesov, ki so se zgodili v daljšem časovnem obdobju je treba dopolniti s čistim znanstvenim pristopom z drugimi vrstami raziskovalnega dela, bolj celostnim pristopom, ki se pogosto uporablja v primerjalni ekonomiji. Takšen pristop smo uporabili v tem članku.

**Rezultati:** V članku smo proučevali vpliv gradnje železniške in avtocestne infrastrukture, ki se financira tudi s kapitalom javno-zasebnega partnerstva. Pravzaprav bo ta vrsta financiranja kratkoročno omogočila podjetjem, ki uporabljajo to strategijo, da dobijo trajne konkurenčne prednosti. Prav tako bo pospešila gospodarski razvoj, vendar ima tudi dolgoročne vplive na globalno usmerjena podjetja, regionalni razvoj in posamezna nacionalna gospodarstva, saj bi to lahko bil potencialni problem političnih in komercialnih tveganj v spremenjenih mikro in makro okoljih.

**Organizacija:** Ugotovitve lahko uporabimo za podporo razumevanja sprememb v mikro in makro okolju podjetij ter prispevamo k boljšemu strateškemu načrtovanju in oblikovanju celotne oskrbovalne verige.

**Družba:** Ugotovitve lahko prispevajo k boljšemu razumevanju problema investiranja v infrastrukturo, saj imajo velik vpliv na celotno družbo in gospodarstvo in strategije podjetij v oskrbovalnih verigah globalno usmerjenih podjetij.

**Omejitve/Nadaljno raziskovanje:** Kompleksnost problema in dinamične spremembe v delovanju globalnega gospodarstva in nacionalnih gospodarstev zahtevajo poglobljeno preučevanje sprememb v mikro in makro okolju podjetij.

**Ključne besede:** Investicije v infrastrukturo, javno-zasebno partnerstvo, strategije, učinkovitost, uspešnost, globalizacija, tranzicijski procesi.

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## Changes in the corporate strategies as public private partnership was implemented in investment of infrastructure in the supply chains of globally oriented companies

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### Abstract:

**Research Question (RQ):** Construction of the railway and motorway infrastructure has big impact on the corporate strategies in the supply chains of globally oriented companies. In the article we focus on the issue of modernizations, adaptations of infrastructure and new investment, which were usually planned and implemented in the collaboration of governmental funds - national funding sources. In the past on this basis government helped companies to get sustainable competitive advantages in the supply chain and transformation of distribution systems without any direct companies investment. Unfortunately, nowadays situation does not permit government to afford such investments, also European funds are not sufficient and as the dynamics of economic development of global market force globally oriented companies to be exposed to strong competition, therefore the public private partnership was implemented in investment of infrastructure. In short term companies which will use these strategy will get sustainable competitive advantages. This type of financing will also speed up the economic development, but it has also a long-term impact on globally oriented companies, regional development and individual national economies, as it could be a potential problem of political and commercial risks.

**Purpose:** We wanted to determine how this type of financing of infrastructure (the public private partnership) is impacting on the corporate strategies in the supply chains of globally oriented companies and on the other economic subjects in the micro and macro environment.

**Method:** Analysing complexity of the changes of the state of economic system, and complex fundamental global processes, which have been occurred in long period of time, need to supplement the pure scientific approach with other types of research work, more holistic approach, which is commonly used in Comparative economics. We have taken such an approach in this article.

**Results:** In the article we studied the impact of construction of the railway and motorway infrastructure financed also by the public private partnership capital. Actually this type of financing will in short term allow the companies which use these strategy to get sustainable competitive advantages. It will also speed up the economic development, but it has also a long-term impact on globally oriented companies, regional development and individual national economies, as it could be a potential problem of political and commercial risks in the changed in the micro and macro environment.

**Organization:** The findings can be used to support understanding of micro and macro environment of the companies and contribute for better strategic planning and design of the entire supply chain.

**Society:** The findings can contribute to better understanding of the problem of investment in infrastructure, as it has big impact on the corporate strategies in the supply chains of globally oriented companies.

**Limitations/Future Research:** The complexity of the problem and the dynamic changes in the functioning of the national economies requires in-depth study of changes in the micro and macro environment of the companies.

**Keywords:** Investment in infrastructure, the public private partnership, strategy, effectiveness, efficiency, globalization, the transition process.

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