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### **Юринець З.В., Ястремский О.И. Особенности модернизационных процессов развития экономики в случае внедрения инноваций**

В условиях экономического и финансового кризисов для украинских предприятий воплощение инструментов модернизации является одним из эффективных средств повышения конкурентоспособности, особенно благодаря аккумуляции внутреннего потенциала предприятий. В настоящее время важнейшими для страны должна стать стабильность, безопасность и гармония развития с основными заданиями – производить более дешево и более экономически.

**Ключевые слова:** модернизация, модернизационный процесс, промышленность, инновации, национальная экономика.

### **Yurynets Z.V., Yastremsky O.I. Features of modernization processes of economy development in the case of innovations introduction**

In the article attention is spared to the problems of modernization of industry of Ukraine. The analysis of modernizations processes in countries with a transitional economy in the case of innovations introduction is carried out. Recommendations in relation to the improvement of introduction of modernizations measures in the economy of Ukraine are given.

**Keywords:** modernization, modernization process, industry, innovations, national economy.

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### **BENCHMARKING OF SLOVAK TOWNS IN 2004-2008**

*"Benchmarking is a method requiring to be modest in the way that we acknowledge that somebody is better than we and to be wise enough to discover how to become equally good or even better." [www.ecm.eu.sk](http://www.ecm.eu.sk)*

The paper communicates the research results of the School of Economics and Management in Public Administration in Bratislava on the theme Benchmarking of selected towns in the Slovak Republic gained together with the non-profit research and consulting organisation and interests' organisation of Slovak towns' representatives. The goal and object of the research, methods as well as some partial results bringing an overview of theoretical and practical aspects of the research are to be found in this paper.

**Introduction.** An idea to compare the efficiency of town management/administrations, their benefits and costs is not new. To apply the process of evaluation and comparison usually used for enterprises towards towns was adopted in 2002-2004, as stated Nižňanský in scientific research study [1]. New legal environment was created in 2001-2004 to enable establishment and new functioning of local self-governments in the Slovak Republic. New conditions for comparison of

towns' management efficiency were set up. All municipalities (towns and villages) have become equal – they have had same powers as well as responsibilities. One of the best tools to realize the comparison is the method of benchmarking.

At the private School of Economics and Management in Public Administration in Bratislava the students can achieve a bachelor or master degree enabling them to be employed later as managers of state government and self-government bodies and institutions. The research of real difficulties of public administration as well as search for their solutions is an integral part of educational process of the school.

The issue of comparison and efficiency evaluation of towns' management in the Slovak Republic has become a public call for The grant agency of the school to submit research projects [2].

The representatives of towns and non governmental organisations M.E.S.A 10 and MIM, limited liability company, have carried out the first pilot project called Benchmarking of municipalities since 2006. The School of Economics and Management in Public Administration in Bratislava joined the pilot project in 2007. The pilot research project of evaluation and comparison had been carried out together with mentioned organisations using benchmarking methods and internet portals as well as specific indicator system. Only 12 towns of totally 138 in the Slovak Republic 8, 7 % have joined the pilot project in its first phase. The concerns about discovering reserves and non-economical use of public finance by towns' representatives were probably main reason for that.

The representatives of participating towns as well as the interests' organisation of Slovak towns' representatives – The Union of Towns and Cities of Slovakia have highly evaluated theoretical and practical contributions of the research project and have supported its continuation.

The Municipal and Consulting-Research Centre in Piešťany, a non-profit organisation, in cooperation with The Union of Towns and Cities of Slovakia and The School of Economics and Management in Public Administration in Bratislava worked out a new associated project of higher-quality in 2009. It was necessary to re-evaluate and to overhaul indicators and to develop criteria and methodology for the first rating of towns. At the present 22 towns is taking part in this project on voluntary basis 15, 9 % of all towns, approx. 1 million inhabitants of Slovakia.

The aim of this paper is to focus on theoretical information of benchmarking as a method of evaluation and comparison of Slovak towns management efficiency as well as to present applied research method and partial results.

**Theoretical basis of benchmarking.** The lack of market, presence of public interest, need to take into account social aspects of decisions taken, impacts of externalities, need to preserve democratic decision-making process, strong marginality of the available resources – all this makes a complex process of decision-making in public administration.

New understanding of public administration role in the society requires applying new evaluation methods of performance and service quality provided by public administration. "Benchmarking" is one of the most often used methods. The word is derived from English word "benchmark"- a standard, a comparative point

or indicator. In some countries there exist standards to measure performance in services provided by public administration institutions. The benchmarking method consider standard for best practice. The institution – municipality with best results achieved by providing compared services – their quality and needed costs – is a standard.

The main objective of benchmarking is to make improvements and to achieve best results while learning from others. Applying benchmarking the town pursues to find answers on following questions:

- Why are the best towns the best and what factors have influenced the high quality and low costs of provided services?
- What is my position by achieving quality and performance in comparison with other comparable towns?
- How can be the best towns' standard achieved and where are the reasons for low quality and efficiency?

Benchmarking is based on comparative analysis focusing three main objects:

- management – applied managing procedure, managing structures and methods compared with other organisations,
- performance – the units of public sector are compared using comparable quantitative indicators – productivity, prices of services – or qualitative indicators – availability or time necessary to provide specific service. The quality in public administration is usually understood as fulfilment rate of legitimate requirements of citizens and other entities on the specific service availability and quality.
- processes and activities which may reveal basic causes of different performances. The results of such comparison are transferred into modus operandi charts of compared institutions to identify reserves and deficiencies.

Benchmarking is a method of systematic and continuous measurement, comparison and evaluation of own efficiency and quality compared to others.

Various experiences of benchmarking implementation initiatives in public administration are known in OECD countries.

One of these approaches is an initiative from bottom – cities, villages and public service organisations are working together to improve efficiency and quality of services provided [3]. The organizations are creating their own system of benchmarking and are searching for suitable partners for comparison. Local self-government can support such an initiative by e.g. processing of expertises, finding suitable partners for benchmarking and others registrars initiative in the province of Ontario v USA. If the municipality or other public sector institutions are interested in the initiative, then the method is much more effective and helps to improve the lagging performance [4].

The second approach is to introduce a compulsory benchmarking by law. Thereby a competitive environment and competitive pressures will be established as well as a possibility of systematic organizations control (United Kingdom) [5]. The good thing about this approach is that it will be nationwide implemented and an overview of the work quality of individual organizations will be gained, too. The grantor is interested in the improvement of performance, but the organisations may not be interested themselves, too.

The motivation to apply benchmarking in towns and cities:

- To be responsible towards citizens in meeting laws and approved programs.
- To improve the quality and performance of cities' and municipalities' management, including financial management.
- To implement a tool to systematically assess the performance and quality leading to town's competitiveness strengthening.
- By comparing with other organizations to increase transparency, performance, quality of internal organization, staffing, use of financial resources, and others.
- To enhance credibility as a prerequisite for obtaining funding from national budget and EU funds.
- To gain regular information on the quality of work, to use them to communicate with citizens and to increase their involvement in the public matters management.
- To use comparison to build partnerships with the private sector and other public entities.
- To use benchmarking as a marketing tool.
- To increase the effectiveness of risk management systems, and others.

To apply benchmarking in the municipality needs to have a significant support from the elected body and other executives who are involved in its implementation.

The decentralization of public administration in Slovakia associated with a massive transfer of powers from state to local government and regions, with fiscal decentralization, supported by the entry into the EU has supported in many towns and villages the efforts to apply proven methods of increasing efficiency and management quality.

One of the initiatives is the project "Towns' benchmarking in 2004-2008", which is an example of implementation from bottom, from the towns.

**Research methodology. Main objective.** The main objective of the research was to develop a system of continuous evaluation and improvement of service and operation processes in the Slovak towns. Based on the knowledge and experiences of the pilot project the following goals were determined to fulfil the main research objective:

- to verify and to finalize a set of indicators defining the efficiency, effectiveness and usefulness of municipalities' operations,
- to enable comparison and subsequent improvement of the quality of the management, administration and development of the town,
- to create an environment for the continuation of the project.

**The object of research.** The object of the research were 22 Slovak towns that had participated voluntary in the project: Bojnice, Bytča, Gelnica, Holíč, Kežmarok, Komárno, Košice, Kremnica, Levoča, Martin, Nitra, Nová Dubnica, Partizánske, Pezinok, Piešťany, Prešov, Spišská Nová Ves, Šaľa, Trenčín, Trnava, Zvolen a Žilina.

According to size differences it is possible to set up four groups:

- |                   |             |         |
|-------------------|-------------|---------|
| • not over 10 000 | inhabitants | 3 towns |
| • 10 001-20 000   | inhabitants | 5 towns |
| • 20 001-50 000   | inhabitants | 7 towns |
| • over 50 000     | inhabitants | 7 towns |

**Choice of indicators.** Similar methodology was applied to choose the indicators as in the pilot project – brainstorming. Ideas and suggestions were collected from various experts from the participating towns and of the project processors.

This phase of work started with the meeting, followed by an exchange of information through an internet portal, a number of personal meetings and then a main project team had defined the final version of the indicators structure. The result of this procedure is a set of indicators assigned to individual domains (areas corresponding with the responsibilities of municipalities), a description of indicators, data source and method of indicators calculation.

Selected indicators are embedded into a software application. This will lead to compactness and usability, because all data are available online in one place.

Following data (attributes) are recorded for each indicator:

- identifier – an unique indicator code, which is connected to a table of all collected indicators,
- indicator's name,
- process domain – reporting field as defined in "Benchmarking model Concept",
- perspective – an attribute that categorize an indicator field according to the methodology of Balanced Scorecard as – civil, financial, procedural or growth perspective,
- guarantor – the name of the town, which is responsible for the description and definition of the indicator calculation,
- calculation formula – subfield of reporting as defined in "Concepts of Benchmarking model (next BMU)",
- description of numerator and denominator – a clear description of the variable factors,
- numerator / denominator data source – the identification of the source to obtain values for the indicator,
- brief description / indicator calculation method – determination of the method for indicator calculation,
- unit of measure,
- indicator type – an attribute for the assessment interpretation, which says that the desired value is the maximum value (positive type), the minimum value (negative type), the optimal value or indicator may be excluded from the comparison (not comparable). Indicator type is a preparation to calculate the summary assessment for the entire domain in the pilot project BMU.

The second method of indicator selection is a method of critical success factors (KSU) or objectives to be achieved for individual processes, or process domain. The selected fields were monitored in perspective according to the method of Balanced Scorecard. The public sector consists of civic perspective, financial perspective, the perspective of the process and perspective of growth and learning. The KSU were defined after the deciding perspective of management processes. The causal diagrams represent a means for selecting indicators, not an objective.

The "indicator perspective" is a criterion which has caused an increase in number of indicators, and ensured that not only process and income – expenses characteristics were compared but also characteristics affecting citizen satisfaction. According to the Balanced Scorecard method [6] there can be the following four perspectives distinguished: citizen, finance, operations, and growth. If according to the 1<sup>st</sup> criterion (vote for or against) none of four perspectives indicators was chosen for the each process area list of indicators (primarily 19) and was originally suggested, it was added additionally.

The list of indicators should contain quantitative as well as qualitative indicators. Fulfilling this criterion the expectations of all towns can be met. The aim of this attribute is to ensure that using selected indicators the towns are rated in the quantitative level – performance as well as in qualitative – score.

Another factor is the town size, which had, as it appears, an influence on the choice of indicators. There is nothing surprising that towns of different size have set different goals and therefore wish to compare different indicators.

**Structure of towns benchmarking indicators.** There were 224 indicators in 18 areas monitored in the pilot project. The outputs of the project had showed that there is a need for their revision. Based on the consensus of the projectors and participating towns the number of indicator has been decreased and some areas has been merged. 64 indicators were cancelled and three areas were reduced. For the period 2004-2009 there are monitored 158 indicators in 15 areas. See Table 1 Despite these changes there is still sufficient and representative number of indicators for the towns' comparison. A further reduction in indicators number is planned in the future. The participating towns have agreed on this conclusion.

**Project Software.** The project uses special software – web portal – developed during the pilot project and it is accessible only to towns that voluntarily participate in the project and its principal solvers. See Figure 1

The internet portal allows:

- to implement all in one place: data and parameters, instructions – news, discussion (questions, answers and comments), graphs with the possibility of exports and storage,
- to have one environment for users, administrators and for testing,
- to have one environment for group and individual benchmarking,
- to ensure consistency and security of centralized data,
- to ensure high productivity and low error data,
- to be easy available and to demand minimum requirements on IT by municipalities.

**Table 1. Overview of benchmarking fields and No. of indicators**

| Field            | No. of indicators |
|------------------|-------------------|
| Administration   | 9                 |
| Security         | 18                |
| Transport        | 8                 |
| Investments      | 5                 |
| Audit            | 7                 |
| Culture          | 8                 |
| Waste management | 15                |
| Social affairs   | 12                |
| Building order   | 9                 |
| Public green     | 6                 |
| Public finance   | 25                |
| Street lightning | 4                 |
| Education        | 21                |
| Sport            | 5                 |
| Environment      | 6                 |
| Total            | 158               |

Own sources

**Research's results.** The results of the research are presented in alphabetical order for each field. The evaluated indicators are listed first (Table 2), followed by the main findings. Real performance in the specific area and finances are evaluated separately. This analysis section is followed by an overall assessment of the fi-

eld containing only finding facts without identifying their causes. The participating towns are full responsible and competent to identify the causes of the perceived status of particular areas.

**Benchmarking miest**

Používateľ: KOM, Peter Rafaj | Štvrtok 30. október 2008

ukazovatele | vyhodnotenie | používateľa | činitele | kontakty | zmena hesla

**AKTUALITY:**

17.10.2008, KOM, Peter Rafaj  
POZOR ZMENA TERMÍNU: Porada v Piešťanoch bude 29.10.2008 o 11:00. Za porozumenie ďakujeme. Pozvánku Vám zašleme mailom.  
[editovať] [zmazať]

29.09.2008, KOM, Peter Rafaj  
Z projektovej porady vyberám: Porada miest k výsledkom: 28.10.2008, Piešťany. Konferencia Benchmarking 2008: 27.11.2008. Úplný zápis pošlem mailom.  
[editovať] [zmazať]

**PREHLADY:**

Bojnice [vypísať]

Vyplnené činitele (z 253):

| Year  | Count | Percentage |
|-------|-------|------------|
| 2004: | 142   | (56.13 %)  |
| 2005: | 142   | (56.13 %)  |
| 2006: | 135   | (53.36 %)  |

**ADMINISTRATÍVA:**

1. Vybavenosť úradu výpočtovou technikou (PC) [Adm01a] | Upraviť zadaný komentár | Zobrazit komentáre (3) | Editácia | [nesledovaný]

Zadajte hodnoty jednotlivých činiteľov ukazovateľa:

|                                                                                                                                                    | 2004  | 2005  | 2006  |    |
|----------------------------------------------------------------------------------------------------------------------------------------------------|-------|-------|-------|----|
| Počet PC vrátane notebookov, ktoré sú pridelené administratívnym zamestnancom. Nepočítajú sa vyradené a odložené PC:                               | 25.00 | 26.00 | 30.00 | 31 |
| Počet administratívnych zamestnancov v pracovnoprávnom vzťahu k mestu pracujúcich na MsÚ (evid. stav vyjadrený vo fyzických osobách k 31.12.200x): | 27.00 | 28.00 | 29.00 | 29 |

2. Dostupnosť služieb úradu [Adm02a] | Upraviť zadaný komentár | Zobrazit komentáre (2) | Editácia | [nesledovaný]

Zadajte hodnoty jednotlivých činiteľov ukazovateľa:

|                                                                                                         | 2004  | 2005  | 2006  |    |
|---------------------------------------------------------------------------------------------------------|-------|-------|-------|----|
| Počet hodín v týždni kedy je úrad k dispozícii občanom na vybavenie základných administratívnych agend: | 37.50 | 37.50 | 37.50 | 37 |
| Týždenná pracovná doba v hodinách:                                                                      | 37.50 | 37.50 | 37.50 | 37 |

3. Ročné výdavky na IS na administratívneho pracovníka [Adm03a] | Upraviť zadaný komentár | Zobrazit komentáre (5) | Editácia | [nesledovaný]

Zadajte hodnoty jednotlivých činiteľov ukazovateľa:

|                                                                                                                                                                                                                                               | 2004   | 2005   | 2006   |     |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|--------|--------|-----|
| Výdavky na nákup a údržbu vnútorného IS pre správu MsÚ: hardvér, sieť, softvér, aktualizáciu SW, internet, antivírus, firewall, plnenie webu informáciami, personálne náklady informatikov aj výdavky za služby ak sa táto robí dodávateľsky: | 458.00 | 486.00 | 424.00 | 635 |
| Počet administratívnych zamestnancov v pracovnoprávnom vzťahu k mestu pracujúcich na MsÚ (evid. stav vyjadrený vo fyzických osobách k 31.12.200x):                                                                                            | 27.00  | 28.00  | 29.00  | 29  |

4. Podiel výdavkov na vnútorný IS z rozpočtu mesta [Adm04a] | Upraviť zadaný komentár | Zobrazit komentáre (4) | Editácia | [nesledovaný]

**Figure 1: Main site of internet portal of towns benchmarking**  
(Source: [www.projektbmu.sk](http://www.projektbmu.sk) [10])

**Table 2. Overview of evaluated indicators in the field "Security"**

|                                                                                        |
|----------------------------------------------------------------------------------------|
| 1. CCTV coverage of town per 1 000 inhabitants (**Bez 01 a)                            |
| 2. CCTV coverage of town center per 1 000 inhabitants (Bez 02 a)                       |
| 3. Number of inhabitants per one municipal police officer (Bez 05 a)                   |
| 4. Total number of municipal police personnel per 1 000 inhabitants (Bez 05 b)         |
| 5. Number of patrolling municipal police officers per 1 km <sup>2</sup> (Bez 06 a)     |
| 6. Operating expenses per municipal police officer (Bez 07 a)                          |
| 7. Share of expenses from the town budget on safety and security of citizen (Bez 08 a) |
| 8. Expenses on safety and security per citizen (Bez 08 b)                              |
| 9. Number of events aimed at the prevention per 1 000 inhabitants (Bez 09 a)           |
| 10. Number of actions taken per municipal police officer (Bez 10 a)                    |
| 11. Share of traffic offenses (Bez 11 b)                                               |
| 12. Share of offences under generally binding orders (Bez 11 c)                        |
| 13. Share of offences under Act No. 372/1990 Coll. (Bez 11 d)                          |
| 14. Number of fines for dog owners per police officer (Bez 12 c)                       |
| 15. Total number of fines per police officer (Bez 12 d)                                |
| 16. Live traps of strayed dogs per 1 000 inhabitants (Bez 13 a)                        |
| 17. Share of fines for dog owners in total number of fines (Bez 14 a)                  |
| 18. Number of municipality staff: total, executive and civil (Bez 15 a)                |

Own sources; \*CCTV – Security Camera TV system; \*\* Bez – acronym of security

The authorized personnel of municipalities insert data on individual indicators spending in last year directly to web portal using access passwords.

The results are processed in tables and graphs that enable participants to compare their results with others in the same category as well as with all participating towns.

As an example of achieved results we would like to present the field "Security".

Main findings on the field of security

### **CCTV coverage of towns**

- The number of CCTV cameras has tripled during the evaluated period. There are on average 0, 44 cameras per 1 000 inhabitants. The towns with no more than 20 000 inhabitants are covered the most. (Bez01 a).
- The most covered are central areas of towns – 0, 29 cameras per 1 000 inhabitants (Bez 02 a). A lower density of cameras coverage per 1 000 inhabitants is due to higher population density in central towns areas compared with an average population density for the entire town.

### **Municipal police**

- Number of inhabitants per one municipal police officer has dropped by 11 %: 1 039 inhabitants per one municipal police officer. The towns up to 10 000 inhabitants show the best results: 771 inhabitants per 1 municipal police officer, the worse results show the towns with 10 000-20 000 inhabitants: 1 270 inhabitants per 1 municipal police officer (Bez 05 a),
- The total number of police officers per 1000 inhabitants has increased by 20 % on average. The decrease of population in evaluated towns may distort these results (Bez 05 b).
- On average 0,49 police officer works on 1 km<sup>2</sup> of catastral territory. 0,78 police officer is employed in the towns with over 50 000 inhabitants and 0,20 police officer in the towns with less than 10 000 inhabitants, what is explained by the surface area or population density (Bez 06 a).

### **Funding**

- Operating costs per 1 municipal police officer are around 517 000 Slovak crowns (SKK) per year. In the period 2004-2008 the costs have increased by 46 %, but were lower in the towns with the population over 20 000 inhabitants and higher with the population up to 20 000 inhabitants (Bez 07 a),
- The expenses on municipal police are approximately 2.5 % of municipal budgets, with a slightly upward trend 7 % during the evaluated period (Bez 08 a),
- During the evaluated period the expenses have increased on average by 54 % from 322 SKK per capita per year up to 497 SKK per capita per year (Bez 08 b, Fig. 2).

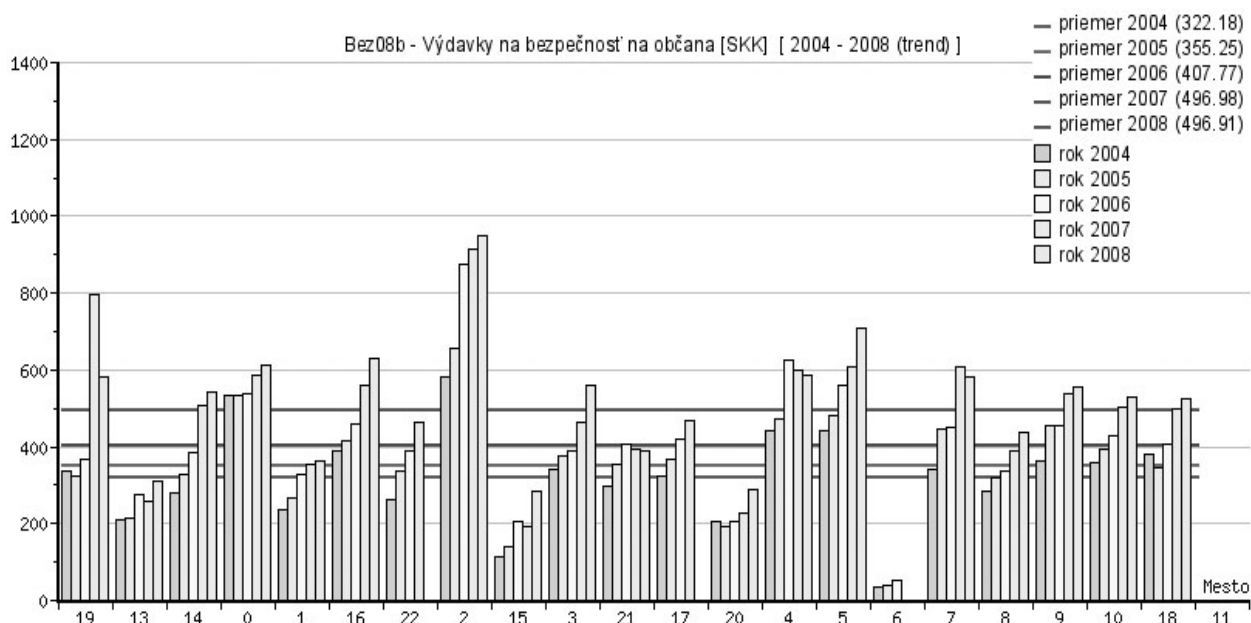
### **Prevention**

- The number of organized preventive events, especially in towns with 10 000-50 000 inhabitants has increased. (Bez 09 a).

### **Fines**

- The number of fines per one municipal police officer has increased from 73 to 89 per year – 12 % (Bez 12 d),
- From the total number of fines only 4.7 % of all fines are fines for dog owner, this represent only 2 % in towns with the population over 50 000 (Bez 14 a).





**Figure 2: Share of expenses on security per number of inhabitants (Bez 08 b)**  
(Source: [www.projektbmu.sk](http://www.projektbmu.sk) [10])

**Total evaluation.** The results have revealed a slight increase in security matters in towns, especially concerning CCTV coverage and number of preventive events. The annual costs are around 2.5 % of town budget.

By breaking law or generally binding orders the municipal police officers try at first to talk to the offender. This is applied especially towards the dog owners and it is a reason for low number of fines. The effectiveness and enforceability of generally binding orders concerning taxes for dogs and following measures (collection bins,...) are still in question. The development of reported values in 2007 and 2008 is shown in Table 3.

**Table 3. Interval recapitulation (I) of reported values on the field of security in 2007 and 2008**

| Mark    | Indicator                                                                   | 2007      | 2008      |
|---------|-----------------------------------------------------------------------------|-----------|-----------|
| Bez 01a | CCTV coverage of town per 1 000 inhabitants                                 | 0 -0,8    | 0,1-1,4   |
| Bez 02a | CCTV coverage of town center per 1 000 inhabitants                          | 0-0,7     | 0,1-0,8   |
| Bez 05a | Number of inhabitants per one municipal police officer                      | 609-2 416 | 602-2 422 |
| Bez 05b | Total number of municipal police personnel per 1 000 inhabitants            | 0,6-2,7   | 0,4-1,5   |
| Bez 06a | Number of patrolling municipal police officers per 1 km <sup>2</sup>        | 0,1-1,0   | 0,1-1,0   |
| Bez 07a | Operating expenses per municipal police officer (thousands Slovak crowns)   | 128-834   | 126-962   |
| Bez 08a | Share of expenses from the town budget on safety and security of citizen, % | 1,0-4,0   | 0,3-4,2   |
| Bez 08b | Expenses on safety and security per citizen (SKK)                           | 190-920   | 36-950    |
| Bez 10a | Number of actions taken per municipal police officer                        | 50-286    | 40-341    |
| Bez 12d | Total number of fines per police officer                                    | 15-192    | 18-239    |
| Bez 14a | Share of fines for dog owners in total number of fines, %                   | 0,6-10,4  | 0,7-23,6  |

Own source

**Conclusion.** Based on the research results gained during the years 2004-2008 several trends can be observed in individual indicators. We have arranged them into four groups:

1. Sustainable growth – the average values of 37 indicators examined a grew in each year of the evaluated period 2004-2009;
2. Sustainable decrease – the average values of 6 indicators examined a decrease in each year of the evaluated period 2004-2009;
3. Total growth – the average values of 80 indicators were higher at the end of evaluated period (2008) than at the beginning (2004);
4. Total decrease – the average values of 32 indicators were lower at the end of evaluated period (2008) than at the beginning (2004).

The interpretation whether the growth or the decline of indicator can be seen as positive or as negative is a matter of opinion and knowledge of real facts in each town.

Experiences show that the participating municipalities have used the research results in the preparation and during the negotiation of important materials in the town council as well as an argument to support decision process.

The project solvers together with representatives of participating towns evaluate the benefits, revealing strengths and weaknesses of the project at the end of each year. Active participation in discussion forums and largely positive assessment of the project benefits are of interest of other towns' representatives not yet participating at the project. The teachers and students of the school are interested in the gained research results, too. The results are used to develop the theory, to suggest themes for final bachelor's and diploma theses. It is likely that such graduates prepared by The School of Economics and Management in Public Administration in Bratislava will be a benefit for municipal authorities in the application of benchmarking as an essential tool for evaluation and comparison of towns and villages management efficiency.

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## **Філін С. Бенчмаркінг у містах Словаччини впродовж 2004-2008 років**

Проаналізовано результати дослідження Школи економіки та державного управління в Братиславі з бенчмаркінгу визначених міст Словацької Республіки. Вхідними параметрами слугували узагальнені дані, надані некомерційними дослідницькими та консалтинговими організаціями. Наведено мету та предмет дослідження, ме-

тоди, а також деякі часткові результати. Викладено огляд теоретичних і практичних аспектів дослідження.

### **Филип С. Бенчмаркинг в городах Словакии на протяжении 2004-2008 годов**

Проанализированы результаты исследования Школы экономики и государственного управления в Братиславе по бенчмаркингу определенных городов Словацкой Республики. Входными параметрами служили обобщенные данные, предоставленные некоммерческими исследовательскими и консалтинговыми организациями. Приведены цель и предмет исследования, методы, а также некоторые частичные результаты. Дан обзор теоретических и практических аспектов исследования.

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### **ОЦІНКА РІВНЯ РЕАЛІЗАЦІЇ ІННОВАЦІЙНОГО ПОТЕНЦІАЛУ МАШИНОБУДІВНИХ ПІДПРИЄМСТВ**

Розглянуто та проаналізовано основні підходи до оцінювання рівня інноваційного потенціалу підприємств. Розроблено підхід до оцінювання реалізації інноваційного потенціалу підприємств у розрізі об'єктів системи моніторингу, зокрема ретельності виконання обраного варіанту реалізації інноваційного потенціалу, рівня економічної ефективності реалізації інноваційного потенціалу, а також рівня опору змінам на підприємстві. Наведено етапи проходження та запропоновано методiku оцінювання інноваційного потенціалу машинобудівних підприємств згідно з поставленими стратегічними цілями.

**Вступ.** Аналіз сучасного стану економіки України показує, що потрібно удосконалювати механізми управління інноваційною діяльністю підприємств на основі запровадження нових підходів до оцінки рівня реалізації інноваційного потенціалу підприємств. Оцінку інноваційного потенціалу треба здійснювати з урахуванням впливу зовнішнього середовища та наявних стратегічних можливостей підприємства. Причому доцільно здійснювати аналіз як внутрішнього стану інноваційного потенціалу, так і зовнішніх чинників з урахуванням наявного потенціалу конкурентів [1].

**Матеріали і методи дослідження.** Аналіз праць науковців, які вивчали проблеми оцінювання інноваційного потенціалу підприємств, Г.П. Азов, Ю.М. Бажал, Л.І. Білоусова, В.В. Вітлінський, С.М. Ілляшенко, О.Є. Кузьмін, Н.Н. Молчанов, Р.А. Фатхудинов, Ю. Черноус, Н.І. Чухрай показав, що зазвичай його оцінюють на засадах використання одного з трьох підходів: перший передбачає оцінювання інноваційного потенціалу в розрізі груп інноваційних ресурсів; другий зводиться до обчислення ефективності вкладення коштів у реалізацію інноваційних проектів; третій підхід базується на концепції маркетингу, тобто передбачає оцінювання реалізації інноваційного потенціалу через призму задоволення ринкового попиту на конкретний вид інноваційної продукції.

**Результати та їх обговорення.** Дослідження показали, що кожен із підходів здатен забезпечити керівників підприємства достатньо однобокою, специфічною інформацією. Так, перший з наведених підходів фактично дає змогу отримати дані про обсяг інноваційного потенціалу, а також його структуру. Тобто він не інформує про реалізацію, рівень використання іннова-