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**developeruli kompaniebis marTvis efeqtianobis
gaumjobesebis gzebi saqarTveloSi**

disertaciis avtoreferati

**biznesis administrirebis doqtoris
akademiuri xarisxis mosapoveblad**

**samecniero xelmZRvaneli:
profesori daviT narmania**

sarCevi

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Temis aqtualuroba

ekonomikuri zrda TiToeuli qveynis strategiuli mizania. ganviTarebadi qveynebis ekonomikuri zrdis mniSvnelovan faqtors warmoadgens samSeneblo biznesi. qveynis ekonomikuri viTareba mkafiod aisaxeba masze. maSin rodesac ekonomikuri zrda neldeba, samSeneblo procesic dakninebisen midis. moklevadian periodSi sxva industriebi ganagrZobs funqcionirebas.

samSeneblo industria biznesis erT-erTi yvelaze aqtiuri dargia mTel msofliSi. mas didi gavlena aqvs qveynis ekonomikaze. ganviTarebad qveynebi samSeneblo biznesis ganviTareba mxolod momijnave industriebis ganviTarebas ki ar uwyobs xels, aramed dadebiTad moqmedebs qveynis soflis meurneobaze, satransporto infrastruqturaze, samuSao adgilebis raodenobaze da a.S. infrastruqturul proeqtebs TavianTi wvlili SeaqvT erovnul mTlian Sida produqtsi, rac pirdapir qveynis ekonomikuri keTildReobis zrdiskena mimarTuli. samSeneblo industriis ganviTarebas Tan sdevs samuSao adgilebis mateba. samSeneblo industria aris biznesi, sadac TiToeuli proeqtis ganxorcielebas SeiZleba hqondes mniSvneloba qveynis ekonomikisTvis, gansakuTrebiT maSin, rodesac saqme exeba ganviTarebad qveynebs - iseTs, rogoric aris saqarTvelo.

mSenebloba saqarTvelosTvis warmoadgens sakmaod aqtiur biznesseqtors, romlis wilic mTlian Sida produqtsi 13.1%-ia.

mSeneblobis bumi saqarTveloSi daiwyo 2011 wlidan da piks miaRwia 2013 wels. 2013 wlidan SeiniSneba mSeneblobaTa Semcirebis tendencia. 2016-2017 wlebsi moxda turistuli nakadis zrda. turistebis matebam ganapiroba sastumroebisa da saojaxo tipis sacxovreblebze moTxovnis zrda, ramac, Tavis mxriv, gazarda moTxovna samSeneblo produqtze. gansakuTrebiT gazrdilia sacxovrebel binebze moTxovna. qveyanaSi samSeneblo procesSi CarTulni arian ara mxolod rezidenti, aramed ararezidenti kompaniebic, gansakuTrebiT – aWaraSi. baTumSi bevri Turquli kompania aSenebs mravalsarTulian sacxovrebel kompleqsebs. samSeneblo seqtorSi konkurenciis zrdasTan erTad kompaniebisTvis aqtualuri gaxda Zalebis mobilizeba momxmareblebis mosazidad, raTa ar gakoTrdnen bazarze axali moTamaSeebis Semosvlis gamo. qarTuli developeruli kompaniebi dadgnen axali gamowvevis winaSe, gaezardaT sakuTari efeqtianoba stabiluri ganviTarebis uzrunvelsayofad. efeqtianobis Sefaseba samSeneblo biznesisTvis ganviTarebis gagrZeლების erT-erTi mniSvnelovani instrumentia.

efeqtianobis Sefasebis procesi moicavs informaciis Sekrebis, dajgufebisa da warmodgenis procedurebs sxvadasxva menejeruli miznisTvis, romlebic sablood unda gakontrolde, raTa

organizaciis efeqtianoba gaizardos. amgvarad, efeqtianoba da misi Sefaseba gulixmobs monacemebis Sekrebas da gadamuSavebas iseT donemde, rodesac es informacia sasargeblo da gamosadegi gaxdeba menejerebisTvis organizaciis funqcionirebis gasaumjobeseblad.

EFQM (European Foundation for Quality Management) modeli uzrunvelyofs kompaniisTvis Sesabamisi warmatebis momtani marTvis modelis Camoyalibebas. es modeli kompaniebisTvis sakuTari efeqtianobis Sefasebis praqtikuli gzaa. modelis regularuli gamoyenebis Sedegad izrdeba kompaniis efeqtianoba, rac amaRlebs brendis reputacias, exmareba kompanias, gamWvirvale urTierToba daamyaros sazogadoebasTan, momxmareblebTan, dasaqmebulebTan, zrdis misi produqtis faseulobas, zrdis Semosavals. biznesi ufro stabiluri da finansurad Zlieri xdeba. modelis implementaciis Sedegad SesaZlebeli xdeba kompaniis susti mxareebis gansazRvra. es aris modeli, romelic kompleqsurad afasebs kompaniis saqmianobis yvela mniSvnelovan aspeqts. amasTanave, modelis gamoyeneba martivia da gansakuTrebiT didi informaciis Segrovebas ar moiTxovs.

Balanced Scorecard biznesis efeqtianobis Sefasebis modeli warmoadgens models, romelic afasebs kompaniis funqcionirebas, rogorc finansur, aseve arafinansur aspeqtSi. modeli aris dinamiuri da misi gamoyeneba SesaZlebelia kompaniis struqturisa da funqcionirebis Sesabamisad. biznesis efeqtianobis Sefasebis modeli aris sakmaod martivi da informaciis Segroveba SesaZlebelia swrafad da martivad.

kvlevis miznebi da amocanebi

kvlevis mizania, qarTul samSeneblo bazarze moqmedi developeruli kompaniebis efeqtianobis Sefaseba modelis mixedviT, EFQM da Balanced Scorecard biznesis efeqtianobis gaumjobesebis modelebis principebis morgeba saqarTvelos bazarze moqmedi samSeneblo developeruli kompaniebisTvis.

am miznis misaRwevad dasaxul iqna Semdegi konkretuli amocanebi:

- ✓ samSeneblo developmentis arsisa da maxasiaTeblebis gansazRvra da Sefaseba;
- ✓ developmentis saerTaSoriso regulirebis Sefaseba;
- ✓ urbanuli politikisa da deelopmentis regulirebis Sefaseba saqarTveloSi;
- ✓ saqarTveloSi samSeneblo biznesis ganviTarebis ZiriTadi tendenciebis gansazRvra;

- ✓ samSeneblo developeruli kompaniebis efeqtianobaze moqmedi faqtorebis identificireba da analizi;
- ✓ EFQM da Balanced Scorecard-is biznesis efeqtianobis gaumjobesebis modelebis gamoyenebis teqnikis gansazRvra;
- ✓ EFQM da Balanced Scorecard-is biznesis efeqtianobis gaumjobesebis modelebis principebis morgeba qarTuli samSeneblo developeruli kompaniebis funqcionirebisTvis.

kvlevis sagani da obieqti

kvlevis sagans warmoadgens, saqarTveloSi moqmedi samSeneblo developeruli kompaniebis marTvis efeqtianobis Sefaseba EFQM da Balanced Scorecard-is biznesis efeqtianobis Sefasebis modelebis mixedviT da misi gaumjobesebis gzebis gansazRvra.

kvlevis obieqtia saqarTveloSi moqmedi aqtiuri samSeneblo developeruli kompaniebi.

kvlevis Teoriuli da meTodologiuri safuZvlebi

kvlevis Teoriul safuZvlebs warmoadgens qarTvel da ucxoel mecnier-ekonomistTa: d. narmania, v. kikutaZe, g. qeSelaSvili, n. faresaSvili, m. bulia, m. janjalia, K. Anderson, R. McAdam, Ling, L. Hoi, Flanagan R, Norman G, Chapman, F. Moavendzadeh, G. Ofori da sxvaTa saxelmZRvaneloebi, kvlevebi, Sefasebebi da publikaciebi; naSromSi gamoyenebulia saerTaSoriso organizaciebis kvlevebi samSeneblo developmentis Sesaxeb, evrokavSirisa da amerikis SeerTebuli Statebis sakanonmdeblo baza mSeneblobis Sesaxeb, evrostatisa da saqarTvelos statistikis erovnuli samsaxuris statistikuri monacemebi. agreTve kvleva eyrdnoba sxvadasxva rezident samSeneblo developerul organizaciaSi mopovebuli faqtobrivi monacemebis analzis.

naSromze muSaobis dros gamoyenebul iqna Semecnebis zogadi meTodebi, rac gulisxmobs sakvlevi obieqtisadmi kompleqsur da sistemur midgomas, kerZod: xarisxobrivi, Tvisebrivi, SedarebiTi, statistikuri analzis, dajgufebis, induqciuri, deduqciuri da sinTezis.

sadisertacio naSromis mecnieruli siaxle

1. gamovlenilia ZiriTadi riskfaqtorebi da riskis Tavidan acilebis gzebi qarTul developerul kompaniebSi;
2. sociologiuri kvlevisa da statistikuri monacemebis safuZvelze gamovlenilia saqarTvelos bazarze moqmedi developeruli kompaniebis efeqtianobis sabazo monacemebi EFQM da Balanced Scorecard-is biznesis efeqtianobis gaumjobesebis modelis mixedviT;
3. EFQM da Balanced Scorecard-is biznesis efeqtianobis gaumjobesebis modelebi gaanalizebulia qarTuli developeruli kompaniebis funqcionirebis ZiriTadi mimarTulebebis Sesabamisad da morgebulia am mimarTulebebs.

naSromis aprobacia

kvlevis Sedegebis aprobacia. sadisertacio naSromis calkeuli komponentebis wardgena moxda saerTaSoriso da adgilobriv konferenciebze:

1. The 2-th International Scientific Conference “Challenges of Globalization I Economics and Business” at Ivane Javakhishvili Tbilisi State University, 3-4 November, 2017;
2. Proceedings of 9th International conference contemporary problems of architecture and construction, 13-18 September, 2017, Batumi, Georgia;
3. The third Scientific and Practical Conference dedicated to International Day of Seafarers “Modern marine technologies, problems of socio – economic development and solutions” Held by the Batumi Navigation Teaching University and National Institute of Economic Research (Batumi, Georgia), 24 June, 2017;
4. aaip saqarTvelos sapatraroqos wminda andria pirvelwodebulis saxelobis qarTuli universitetis egidit gamarTuli respublikuri samecniero konferencia: „saxelmwifo marTvisa da biznesis Tanamedrove gamowvevebi“, 2016;
5. iv. javaxiSvilis saxelobis Tbilisis saxelmwifo universitetis ekonomikisa da biznesis fakultetis egidit gamarTuli saerTaSoriso samecniero konferencia: „globalizaciis gamowvevebi ekonomikasa da biznesSi“, 2016.

naSromis aprobacia Sedga iv. javaxiSvilis saxelobis Tsu menejmentis da administrirebis kaTedraze, 2018 wlis 2 noembers.

naSromis struqtura da moculoba

sadisertacio naSromi moicavs 225 gverds. igi Sedgeba Sesavlis, sami Tavis, aTi qveTavis, daskvnebisa da winadadebebis nawilisagan. naSroms darTuli aqvs gamoyenebuli literaturis nusxa 153 dasaxeleb iT da danarTebi.

disertaciis ZiriTadi Sinaarsi

Tavi I. developeruli kompaniebi - samSeneblo biznesis ganviTarebis mniSvnelovani faqtori

developeruli proeqtebis raodenobis zrda xels uwyobs qveynis ekonomikur aRmavlobas. is astimulirebs momijnave dargebs, vinaidan mSeneblobisTvis aucilebelia saqoneli da momsaxureba. amgvarad, SeiZleba iTqvas, rom mSeneblobis zrda da stimulareba mTavrobis mxridan xels uwyobs sxva industriebis ganviTarebasac, rac grZelvadian periodSi qveynis ekonomikuri zrdis sawindaria.

ganviTarebad qveynebSi samSeneblo biznesis ganviTareba ara mxolod momijnave industriebis ganviTarebas uwyobs xels, aramed dadebiT gavlenas axdens soflis meurneobaze, satransporto infrastruqturaze da a.S. infrastruqturul proeqtebs TavianTi wvlili SeaqvT erovnul mSp-Si, rac pirdapir mimarTulia qveynis ekonomikuri keTildReobis zrdisken.

samSeneblo industriis ganviTarebaze gavlenas axdens ramdenime mniSvnelovani faqtori. esenia:

- **gadasaxadebi, finansebi da mTavrobis roli.**
- **drois periodi.**
- **pasuxi momxmareblis moTxovnaze.**
- **mdebareoba.**
- **organizacia.**
- **teqნologia.**
- **samSeneblo industriis problemuri sakiTxebi.**

msofliSi sul ufro metad izrdeba mosaxleobis raodenoba. urbanul zonebSi gansakuTrebiT gaizarda mosaxleobis simWidrove. msoflios mosaxleobis TiTqmis naxevari, 3.5 miliardi adamiani,

urbanulad mWidro raionebSi cxovrobs. laTinur amerikaSi, CrdiloeT amerikas da evropasi mosaxleobis 70%-ze meti cxovrobs qalaqebSi. afrikaSi mosaxleobis 60% jer kidev soflebis mkvidria. afrikis kontinenti ar warmoadgens mWidrod dasaxlebul teritorias, magram urbanizaciis done aqac izrdeba. urbanizaciis zrdis siswrafiT afrika erT-erTi pirveli regionia¹ msolfioSi.

swrafi urbanizaciis procesi warmoadgens mniSvnelovan socioekonomikur movlenas, romelic damaxasiaTebelia me-20 da 21-e saukuneebisTvis. Uurbanizaciis swrafi procesi ganapirobebs produqtsa da momsaxurebaze momxmareblis moTxovnis cvlilebas da gavlenas axdens momxmareblis mier garemos aRqmaze².

swrafi urbanizaciis procesi daiwo 1960-70-ian wlebSi, rodesac mosaxleobam patara qalaqebidan da soflebidan did qalaqebSi daiwo migracia. dResdReobiT aziaSi migracia saSualo sididis qalaqebSi ufro maRalia, vidre metropolisebSi. ukanaskneli 50 wlis ganmavlobaSi msolfios mosaxleobis raodenoba 1.5%-iT gaizarda. aman ganapiroba qalaqebis saSualod 4%-iT zrda. winaswari prognozebis mixedviT, 2025 wlisTvis msolfios mosaxleobis ori mesamedi dasaxlebuli iqneba urbanulad aqtiur areebSi. es moxdeba ZiriTadad ganviTarebadi qveynebis xarjze.

mSeneblobis eqspertebi, rogorc wesi, Tanxmdebian, rom qalaqis mdgradi ganviTarebis pirobebSi qalaqs unda SeeZlos rogorc mosaxleobis amJamindeli moTxovnebis, ise momavalSi warmoSobili saWiroebebis dakmayofileba.

winaT yuradReba eqceoda qalaqebis zrdas, amJamad ki mniSvnelovani gaxda ara ubralod zrda, aramed efeqtiani ganviTareba da swori urbanizacia. imisTvis, rom qalaqebi sworad ganviTardnen, eqspertebis azriT, qalaqis topmenejmentma yuradReba unda gaamaxvilon Semdeg aspeqtebze:

- **mdgradi ganviTareba;**
- **mTavroba;**
- **efeqtiani decentralizacia;**
- **adgilobrivi institutebi da organizaciebi;**
- **ganviTarebis strategia;**
- **efeqtiani menejmenti;**
- **mSeneblobisTvis saWiro finansebi.**

¹“Make cities inclusive, safe, resilient and sustainable” <http://www.un.org/sustainabledevelopment/cities/> nanaxia: 15.10.2017

² Adriana Allen “Sustainable cities or sustainable urbanisation?” Journal of sustainable cities, 2009 www.ucl.ac.uk/sustainable-cities 6s6s6s: 20.10.2017

erTi mxriv, urbanizaciis procesi dadebiTi trendia, romelic damaxasiaTebelia Tanamedrove ganviTarebuli qveynebisTvis, meore mxriv ki urbanizaciis maRali done garkveuli safrTxis Semcvelia. qaosuri ganaSenianeba uaryofiTad aisaxeba qalaqis iersaxeze, gavlenas axdens ekologურ viTarebaze. ekologური da arqiteqturuli problemebi uaryofiTi Sedegis momtani iqneba dedaqalaqis samomavlo ganviTarebisTvis.

samSeneblo industriis intensiuri zrdis gamo mTavrobis kompetenciaSi Sevida mSeneblobaTa ara mxolod stimulireba da xelSewyoba, aramed kontrolic. msflios ganviTarebul qveynebis arsebobs regulaciebi, romelTa farglebSic SeuZliaT developerul kompaniebs sakuTari samSeneblo proeqtebis implementacia. mSeneblobaTa mzardi ricxvi, marTalia, dadebiT gavlenas axdens qveynis ekonomikaze, magram ukontrolo mSenebloba da resursebis gamoyeneba CixSi Seiyvans urbanul zonas. mTavrobebi floben kontrolis instrumentebs sxvadasxva saxis kanonebisa da regulaciebis SemoRebiT. Tanamedrove samyaroSi gansakuTrebiT aqtualuria ekologური problemebi, amitom regulaciebic ekopirobebis dacvisken mouwodebs developerul kompaniebs.

evropis kontinentze evrokodebi uzrunvelyofs procesebis efeqtian funqcionirebas evrokavSiris Sida bazarze samSeneblo da sainJinro industriebSi. evrokodebi orientirebulia imaze, rom Camoyalibdes da dainergos usafrTxoebis maRali done samSeneblo biznesSi evropis masStabiT. evrokodebSi aseve Cadebulia rekomendaciebi samSeneblo proeqtebis dizainis Sesaxeb.

evrokomisiis gadawyvetilebiT, 1957 wlis romis xelSekrulebis safuZelze, evrokodebze muSaoba daiwyes 1975 wels, raTa daenergaT efeqtiani samSeneblo programa, am programis mizani iyo teqnikuri Seferxebebis aRmofxvra da teqnikuri specificaciebis harmonizacia evropis masStabiT samSeneblo industriaSi. upirveles yovlisa, ganisazRvra samSeneblo teqnikuri wesebi, razec muSaobdnen evrokavSiris wevri qveynebis specialistebi, raTa SeemuSavebinaT saerTo suraTi da SemoeRoT regulaciebi, romlebic Tanabari warmatebiT imuSavebda evrokavSiris wevr TiToeul qveyanaSi.

1980 wels saerTaSoriso eqspertebma miiCnies, rom evrokodebis praqtikaSi danergva da gamoyeneba efeqtiani iqneboda.

1984 wels evrokomisiam gamoaqveyna pirveli evrokodi, rasac prezentaciuli xasiaTi hqonda, 1989 wels ki gamoqveynda pirveli direktiva samSeneblo produqtis Sesaxeb. misi arsi imaSi mdgomareobda, rom samSeneblo produqti usafrTxo yofiliyo.

1992 wlidan daiwyo evrokodebis Seqmna samSeneblo da sainJinro saqmianobis harmonizaciisTvis am industriebis yvela aspektSi³.

evrokomiis mier dRemde 10 evrokodia gamoqveynebuli. esenia:

evrokodi: sabaziso struqturuli dizaini;

evrokodi 1: struqturuli moqmedebebi;

evrokodi 2: konkretuli struqturuli dizaini;

evrokodi 3: rkinis struqturis dizaini;

evrokodi 4: rkinis konstruqciebisa da konkretuli struqturulebis dizaini;

evrokodi 5: xis struqturis dizaini;

evrokodi 6: qvis struqturis dizaini;

evrokodi 7: geoteqnikuri dizaini;

evrokodi 8: Senobis miwisZvrisadmi medegobis dizaini;

evrokodi 9: aluminis struqturis dizaini⁴.

TiToeuli evrokodi, garda pirvelisa, moicavs ramdenime nawils, romlebSic detalurad aris aRwerili evrokodiT gansazRvruli sagani.

mSeneblobis Sesaxeb evrokodebis regulaciebis dacva evrokavSiris TiToeuli qveynisTvis savaldebuloa. evrokodebi gvTavazobs mSeneblobisadmi axal, revoluciur midgomebs, romelTa Tanaxmadac samSeneblo procesSi SeiZleba gamoyenebul iqnes mravali axali meTodi da masala, axali mravalferovani aRWurviloba.

Ndid britaneTSi didi yuradReba eqceva samSeneblo regulaciebs. aRniSnuli regulaciebis saboloo Sesworebuli versia gamoqveynda 2010 wels da moicavs samSeneblo regulaciebs inglisisa da uelsisTvis. dokumenti 56 gverdiania da 9 nawilisgan Sedgeba.

Aamerikis SeerTebul StatebSi samSeneblo industriis regulireba jer kidev 1800 wlidan daiwyo. am wels Seiqmna samSeneblo kodeqsi, romelic ZiriTadad awesrigebda samSeneblo process mWidrod dasaxlebul urbanul areebSi. Tavdapirvelad kodeqsi moicavda primitiul directivebs. TandaTan sazogadoebisTvis mniSvnelovani gaxda moqalaqeTa janmrTeloba, usafrTxoeba da keTildReoba, yuradReba mieqca bunebriv riskebs, magaliTad, miwisZvras.

³ "The concept of Eurocodes" 2017 <http://eurocodes.jrc.ec.europa.eu/showpage.php?id=12> nanaxia: 20.08.2017

⁴ "The concept of Eurocodes" 2017 <http://eurocodes.jrc.ec.europa.eu/showpage.php?id=13> nanaxia: 20.08.2017

2012 wels gamoqveynebuli samSeneblo kodeqsi 752-gverdiani dokumentia. mis mniSvnelovan punqtebs warmoadgens⁵:

- Senobebisa da sxva struqturebis dizainis standartebi;
- samSeneblo kodeqsis moTxovnebi rkina-betonis mimarT;
- nacionaluri dizainis specificaciebi;
- mSeneblobaSi gamoyenebuli foladis mimarT wayenebuli moTxovnebi;
- CrdiloeT amerikis specificaciebi foladis civad damuSavebis mimarT;
- samSeneblo kodeqsis moTxovnebi da specificaciebi mSeneblobaSi gamoyenebuli betonisa da qvis mimarT.

amerikis SeerTebuli Statebis samSeneblo kodeqsi miznad isaxavs mosaxleobis janmrTelobis, usafrTxoebisa da keTildReobis uzrunvelyofas, vinaidan kodeqsi moicavs mSeneblobisTvis mniSvnelovan yvela aspeqts – struqturul stabilurobas, saxanZro usafrTxoebas, ventilacias, haeris kondensirebis sistemas, eleqtronul sistemas, energoeftianobas.

Tavi II. developmentis efeqtianobis socialur-ekonomikuri maxasiaTeblebi

1991-2001 wlebSi saqarTveloSi uZravi qonebis bazari ganicdida mniSvnelovan vardnas. 2003 wlidan SeiniSneba uZravi qonebis bazris gaaqtiureba. lxvadasxva tipis farTze moTxovnis zrdasTan erTad Camoyalibda developeruli kompaniebi, romlebic axorcieleben sacxovrebeli, komerciuli, saofise da a.S. farTebis miwodebas. uZravi qonebis bazari dResdReobiTac warmoadgens biznesis erT-erT aqtiur da mniSvnelovan dargs, romelsac didi wvlili Seaqvs qveynis ekonomikur ganviTarebaSi.

mSeneblobis bumi saqarTveloSi daiwyo 2011 wlidan da piks miaRwia 2013 wels. saqstatis monacemebis mixedviT, 2013 wels aSenda uaxlesi 10 wlis ganmavlobaSi yvelaze meti - 2 278 680 m² farTis teritoria, dasrulebuli obieqtebis saerTo raodenoba ki iyo 3163. maT Soris yvelaze didi - 1 588 300 m² – farTobis mSenebloba ganxorcielda TbilisSi. am wels dasrulda 1431 obieqtis mSenebloba.

aRsaniSnavia, rom Tu samSeneblo biznesSi 2013 wlamde aRmavali tendenciaa da mSeneblobaTa farTobi da dasrulebuli obieqtebis ricxvi sul ufro izrdeba, 2013 wlidan SeimCneva mSeneblobis Semcirebis tendencia. 2014 wlidan erovnulma valutam daiwyo gaufasureba, rasac mohyva fasebis zrda. fasebis zrdam ki Seamcira moTxovna.

⁵International Code Council

<http://codes.iccsafe.org/app/book/toc/2015/2015%20San%20Antonio/2015%20IBC%20HTML/5s5sbos:2.09.2017>

samSeneblo brunvis moculobiT pirvel adgils ikavebs Tbilisi. mas mosdevs aWara, imereTi da qvemo qarTli.

Tbilisis uZravi qonebis bazari sul ufro da ufro izrdeba. 2016 wels uZravi qonebis gayidvebma piks miaRwia seqtemberSi - 47.1%-iT meti wina welTan SedarebiT - da 3331 erTeuli Seadgina.

2017 wels gayidvebis mixedviT Tbilisis 3 udidesi raionia:

- vake – TveSi saSualod 529 erTeuli, 20.1%;
- saburTalo – TveSi saSualod 406 erTeuli, 15.4%;
- samgori – TveSi saSualod 292 erTeuli, 11.1%⁶.

dResdReobiT Tbilisi daaxloebiT 360 000 sacxovrebeli saxlia. maTi umetesoba sabWoTa kavSiris drosaa aSenebuli. 1991-2001 wlebSi Tbilisi uZravi qonebis bazarma vardna ganicada. momdevno periodSi gaaqtiurda Tbilisis samSeneblo bazari uZravi qonebis samSeneblo saqmianobisa da mSeneblobis dasrulebis kuTxiT.

mimdinare samSeneblo proeqtebis farglebSi dagegmilia 29427 binis miwodeba 2016-dan 2018 wlamde.

aRsaniSnavia, rom mSenebare binebis udidesi nawili - 64% (16 332) - miekuTvneba dabali segmentis kategorias, 28% saSualo segmentisTvis aris gankuTvnil, xolo 8% - premiumklasisTvis.

sacxovrebeli qonebis fasi Tbilisi gansxvavebulia ubnebis mixedviT. 2017 welsac SenarCunebulia tendencia, rom kvadratuli metris Rirebuleba yvelaze maRalia vakeSi - Tbilisis yvelaze prestiJul ubnad aRiarebul raionSi. mas mohyveba saburTalo da krwanisis raionebi.

aRsaniSnavia, rom arsebobs gansxvaveba pirvelad da meorad bazarze binebis gasayid fasebs Soris da es binebis mdgomareobazea damokidebuli. pirvelad bazarze, rogorc wesi, Tbilisi developeruli kompaniebi momxmarebels sTavazoben karkasul donemde miyvanil binebs, meorad bazarze ki viTareba gansxvavebulia im mxriv, rom binebi xSirad iyideba saSualo an garemontebul mdgomareobaSi. axalaSenebuli sacxovrebeli qonebis gasayidi fasi Tbilisi meryeobs 400 aSS dolaridan 3000 aSS dolaramde kvadratul metrze.

Tbilisi komerciuli farTis saerTo raodenoba Seadgens 1.12 milion kvadratul metrs. aqedan yvelaze didi farTobi (34%) ukavia bazrebsa da gare vaWrobis tipis bazrebs. Tanamedrove savaWro centrebma funqcionireba daiwo 2015 wlidan. am periodSi gaixsna pirveli didi savaWro centri "Tbilisi moli". mas maleve mohyva "iT foinTi". 2016 wels gldanis raionSi gaixsna sididiT mesame savaWro centri – "gldani moli", romelic 22 aTas kvadratul metrze metia.

⁶ სავაჭრო რეესტრის მონაცემები 2017

2017 wels gaixsna “galerea Tbilisi: da Tbilisis zRvis plaza biznes centri. “galerea Tbilisis” savaWro centri, Tavisi mdebareobidan gamomdinare (Tavisuflebis moedanze, qalaqis centrSi), erT-erTi yvelaze prestiJuli savaWro centri gaxda. sxvadasxva tipis savaWro dawesebulebebia ganTavsebuli aRmaSeneblis gamzirze da Zveli Tbilisis raionSi, romlebsac ZiriTadad turistebi stumroben.

Tbilisis uZravi qonebis bazari dRiT-dRe izrdeba, moTxovna ki gansakuTrebiT izrdeba sacxovrebel farTze.

Tavi III. developeruli kompaniebis efeqtianobis Sefaseba

efeqtianobis Sefaseba samSeneblo biznesiTvis gulixmobs samSeneblo aqtivobaTa Sedegad miRebuli Semosavlebisa da gasavlebis sistematur Sefasebas⁷. efeqtianobis Sefaseba samSeneblo biznesiTvis ganviTarebis erT-erTi mniSvnelovani instrumentia.

efeqtianobis Sefaseba moicavs mraval aspeqts - rogorc finansurs, aseve arafinansursac - da moiTxovs rogorc Sida, aseve gare faqtorebis Sefasebas⁸. efeqtianobis Sefaseba kompanias aZlevs SesaZleblobas, gansazRvros sakuTari momavali da moaxdinos finansuri mdgomareobis prognozireba⁹.

efeqtianobis Sefaseba exmareba orgnizaciebs, konkretul problemasTan Sejaxebisas ise moaxdinon reagireba, rom kompaniam rac SeiZleba naklebi zarali naxos.

EFQM (European Foundation for Quality Management)-is efeqtianobis gaumjobesebis modeli

EFQM efeqtianobis gaumjobesebis modeli aris xarixsis nacionaluri jildo im organizaciebisTvis, romlebic praqtikulad aRweven gaumjobesebas xarixsis menejmentSi. modeli Seiqmna organizaciaTa gamocdilebis safuZvelze evropis masStabiT. is funqcionirebs 1991 wlidan. evropaSi samSeneblo industriaSi moRvawe aTasobiT kompania iyenebs mas sakuTari efeqtianobis Sesafaseblad.

aRniSnuli modeli warmoadgens xarixsis menejmentis nawils. xarixsis menejmenti (Total Quality Management) menejmentis mimarTulebaa, romlis mixedviTac organizaciisTvis mTavari

⁷ Mbugua, L.M., Harris, P., Holt, G.D and Olomolaiye, P.O (1999) A framework For Determining Critical Success Factors Influencing Construction Business Performance. In: Hughes, W. (ed) Proceedings. 15th Annual ARCOM Conference. September 5-7, Reading: ARCOM. 1, 255-264.

⁸ Bourne, M., Kennerley, M. and Franco-Santos, M. (2005) Managing Through Measures: A Study Of Impact On Performance. Journal of Manufacturing Technology Management. Vol.16 (4), pp. 373-395

⁹ Elg, M. and Kollberg, B. (2009) Alternative Arguments And Directions For Studying Performance Measurement. Total Quality Management and Business Excellence. Vol.20 (4), pp. 409-421

Rirebuleba xarisxia. xarisxi is faseulobaa, romlis miRwevasa da SenarCunebaze arian orientirebulni aRniSnuli kompaniis TanamSromlebi. EFQM modeli gamoiyeneba kompaniebis mier sakuTari efeqtianobis Sefasebisa da gaumjobesebisTvis. aRniSnuli modeli efuZneba momxmareblis kmayofilebis koncepcias, Tumca aseve mniSvnelovnad miiCnevs dasaqmebulTa kmayofilebas, liderul politikas da strategias, romelic aqvs topmanejments. modelis mixedviT, faseulobas warmoadgens resursebi, procesebi da menejmenti, romelic am procesebs axorcielebs.

Cveni kvlevis farglebSi qarTuli developeruli kompaniebis efeqtianobis Sesafaseblad SevarCieT gaumjobesebis modeli (Excellence Model EFQM). is Zalian popularulia da farTod gamoiyeneba aramxolod evropasi. mas iyenebs 3 000-ze meti kompania 25-ze met qveyanas. is warmoadgens xarisxis menejmentis nawils, ris gamoc mas iyenebs evropis xarisxis menejmentis fondi praqtikulad mTeli evropis masStabiT sxvadasxva organizaciisTvis maT mier sakuTari efeqtianobis gaumjobesebis mizniT¹⁰.

efeqtianobis gaumjobesebis modeli kompaniebis efeqtianobis Sesafaseblad iyenebs 9 kriteriums, romelic iyofa dainteresebul mxareebsa da Sedegebze. 9 mTavari kriteriumi moicavs qvekriteriumeb¹¹. aRniSnuli kriteriumebis meSveobiT SegviZlia SevasasoT, Tu rogor funqcionirebs organizacia. Sedegebis generirebis Sedegad dainteresebul mxareebis SeuZliaT organizaciis susti mxareebis danaxva.

kompaniebis efeqtianobis Sefasebis warmatebul da aprobirebul models warmoadgens Balanced Scorecard kompaniis dabalansebuli angariSi.

modelis Seqmnis dRidan dRemde 1000-ze metma kompaniam warmatebiT isargebla aRniSnuli modelis Sefasebis sistemiT. modelis gamoyeneba SeuZliaT, rogorc did, aseve saSualo da patara zomis kompaniebs. dabalansebuli angariSis gamoyeneba SeuZliaT rogorc arafinansur, aseve sajaro seqtoris organizaciebs. aRsaniSnavia, rom kompaniaTa funqcionirebis specifikidan gamomdinare SesaZlebelia modelis modifikacia, raTa Sefasebul iqnas kompaniis yvela mniSvnelovani aspeqti.

dabalansebuli angariSis ZiriTad ideas warmoadgens gansazRvros is ZiriTadi aspeqtebi romelTa Sefasebac unda moaxdinos kompaniam. Semfasebels warmoudginos Sefasebis yvelaze moxerxebuli saSualebebi. dabalansebuli angariSi warmoadgens kompaniis liderebsa da mis dasaqmebulebs Soris, aseve kompaniis aqcionierebTan komunikaciis saSualebas.

¹⁰ Quality Scotland (2007) Business Excellence [online]. Available at <http://www.qualityscotland.co.uk/efqm.asp> [accessed September 2008].

¹¹ Wongrassamee, S., Gardiner, P.D. and Simmons, J.E.L. (2003) Performance Measurement Tools: The Balanced Scorecard and The EFQM Excellence Model. Measuring Business Excellence. Vol.7 (1), pp. 14-29.

dabalansebuli angariSi moicavs sam ZiriTadad aspekts. esenia: komunikaciis arxi, Sefasebis sistema, strategiuli menejmenti.

kvlevisTvis gamoyenebul iqna raodenobrivi da Tvisebrivi meTodebi. kvlevis miznebis misaRwevad moxda pirveladi da meoradi informaciis mopoveba da gamoyeneba.

pirveladi informaciis mopoveba moxda interviuebisa da struqturirebuli kiTxvaris saSualebiT.

meoradi informaciis wyaros warmoadgenda wignebi, Journalebi, statistikuri informacia da internetresursebi.

moviZieT informacia statistikis erovnul samsaxurSi, romlis monacemebis Tanaxmad, amJamad saqarTveloSi registrirebulia 16 211 samSeneblo kompania, romelTagan aqtiuris statusi aqvs 6365-s.

gadamowmebis Semdeg dadginda, rom im developerTagan, romlebsac, statistikis erovnuli samsaxuris monacemebis mixedviT, aqvT aqtiuris statusi, nawili ar eweva developerul saqmianobas da sxva saqmianobiT aris dakavebuli, nawils ki saqmianoba SeCerebuli aqvs. sabolood gamoikveTa 1000-mde kompania, romlebic aqtiur saqmianobas ewevian samSeneblo developmentSi.

kvlevisTvis saWiro kvlevis obieqtების raodenobis gansasazRvrად gamoviyeneT Semdegi formula:

$$n = \frac{\frac{z^2 \times p(1-p)}{e^2}}{1 + \left(\frac{z^2 \times p(1-p)}{e^2 N} \right)}$$

sadac N aris populaciis zoma, e – zRvruli Secdoma, z – 1.64 90%- iani sandoobisTvis. kvlevis sandoobis doned gansasazRvrul iqna 90% xolo zRvruli Secdoma (Margin of error) – 10%.

am formulis mixedviT sakvlevi obieqtების raodenoba aris 64. kvlevis Semdgom etapze darigda 150 anketa. dabrunebuli anketebis 14% armoCnda gafuWebuli, ris gamoc, kvlevis Sedegebis ganxilvis dros, mxedvelobaSi ar iqna miRebuli.

kvleva ganxorcielda 2017 wlis 1 maisidan 1 seqtembrამდე periodSi.

kvlevis Sedegebi davamuSaveT programa SPSS – Si, raTa mogvexdina Cven mier gansasazRvruli hipoTezebis damtkiceba. kvlevis hipoTezebi:

H1: EFQM da BALANCED SCORE modelebis mixedviT Sefasebuli samSeneblo developeruli kompaniebis efeqtianoba aris erTgvarovani, rac am modelebis gamarTul muSaobasa da gamoyenebadobaze miuTiTebis.

H2: EFQM da Balanced Scorecard-is modelebis mixedviT samSeneblo developeruli kompaniebis finansuri Sedegebis efeqtianobis Sefasebis Sedegebi aris erTgvarovani, rac niSnavs, rom orive modeli sworad axdens finansuri aspeqtis efeqtianobis Sefasebas.

kiTxvari ori blokisgan Sedgeboda. pirveli moicavda demografiul monacemebis respondentebis Sesaxeb, meoreSi ki EFQM modelis farglebSi moxda kiTxvaris Sedgena da kompaniaTa Sefaseba Sefasebis sistemis mixedviT. EFQM modelis meore nawilis - "Results" (Sedegebi) – farglebSi Sefaseba moxda sabaziso Sefasebis kiTxvaris meSveobiT, vinaidan momxmarebelTa kmayofilebis, dasaqmebulTa kmayofilebis, sazogadoebis mier kompaniis aRqmis Sesaxeb informaciis gacemaze kvlevaSi monawile kompaniebma uari ganacxades.

EFQM modelis mixedviT, efeqtianobis maqsimaluri Sefasebaa 1000 qula, 700-dan 1000 qulamde ki maRal Sefasebas warmoadgens, rac niSnavs, rom kompania efeqtianad funqcionirebs.

Balanced Scorecard-is modelis mixedviT movaxdineT Sesabamisi monacemebis Segroveba, aRniSnuli warmoadgenda kompaniebis mier mowodebul finansur informacias.

Balanced Scorecard-is modelis mixedviT samSeneblo developeruli kompaniebis efeqtianobis Sesafaseblad SevarCieT 8 kritieriumi, aqedan gamomdinare, kompaniebis maqsimaluri efeqtianoba ganisazRvreba 800%-iT.

aRsaniSnavia, rom, am monacemebis mixedviT, gamokiTxuli kompaniebis 75% anu umravlesoba efeqtiania da gamarTulad funqcionirebs.

efeqtianobis Sefasebis Balanced Scorecard-is modelis mixedviT samSeneblo developeruli kompaniebis 80% funqcionirebs efeqtianad, vinaidan maTi efeqtianobis maCveneбели ganisazRvra 500%-dan 800%-mde.

Hhipotezebis Sesamowmeblad statistikur programaSi movaxdineT, kronbaxis alfas mniSvnelobebis Sefaseba, gamovlinda dadebiTi tendencia, rac kvlevis sandoobaze metyvelebs. ori damoukidebeli modelis gamoyenebiT miRebul iqna erTgvarovani Sedegebi, rac metyvelebs am modelebis realur funqcionirebaze praqtikaSi.

aseve movaxdineT modelebis mixedviT gansazRvruli efeqtianobis korelaciis Sefaseba, gamovlinda rom cvladebs Soris korelacia aris maRali da uaxlovdeba 1-s. aRniSnulis mixedviT, SegviZlia vTqvaT, rom qarTul samSeneblo developerul kompaniebSi, finansuri maCveneblebis Sefaseba Tanabari warmatebiT SeiZleba ganxorcieldes rogorc Balanced Scorecard-is, aseve EFQM modelis meSveobiT.

daskvna

- ✓ 2014 wlis 1 ianvridan amoqmedda dadgenileba “dasaxlebaTa teritoriebis gamoyenebisa da ganaSenianebis regulirebis ZiriTadi debulebebis damtkicebis Taobaze”. am dadgenilebis mizania samSeneblo saqmianobisTvis teritoriebisa da miwis nakveT(eb)is gamoyenebis specifikuri pirobebis dadgena. aRniSnul dadgenilebaSi gansazRvrulia mSeneblobisTvis nebarTvis gacemis pirobebi, mocemulia wesebi, romelTa dacviTac unda warimarTos samSeneblo procesi. dadgenilebaSi “mSeneblobis nebarTvis gacemis wesisa da sanebarTvo pirobebis Sesaxeb” moyvanilia mSeneblobaTa saxeobebi, romlebic xorcieldeba saqarTveloSi.
- ✓ miuxedavad arsebuli sakanonmdeblo aqtebisa, saqarTvelos kanonmdebloba jerjerobiT ar iTvaliswinebs samSeneblo regulaciebs, romelTa mixedviTac detalurad gansazRvruli, ra xarixis samSeneblo masala unda iqnes gamoyenebuli samSeneblo procesSi, ra wesebis dacviT unda moxdes samSeneblo procesis warmarTva, raTa Senoba-nagebobis eqspluataciis periodSi saTanadod iqnes uzrunvelyofili usafrTxoeba.
- ✓ Cven mier gamokiTxuli kompaniebis 75%-is efeqtianobis maCvenebeli 700-dan 1000-mdea EFQM efeqtianobis gaumjobesebis modelis mixedviT. es imaze metyvelebs, rom kompaniebi funqcionireben gamarTulad.
- ✓ efeqtianobis gaumjobesebis modeli kompaniebis efeqtianobis Sesafaseblad iyenebs 9 kriteriums, romlebic iyofa dainteresebul mxareebsa da Sedegebze. gaumjobesebis modelis 9 mTavari kriteriumi moicavs qvekriteriumebisac. aRniSnuli kriteriumebis meSveobiT SeiZleba Sefasdes, Tu rogor funqcionirebs organizacia. Sedegebis generirebis Sedegad dainteresebul mxareebs SeuZliaT organizaciis susti mxareebis danaxva.
- ✓ EFQM efeqtianobis models iyenebs aTasobiT kompania evropasi sakuTari SesaZleblobebis Sesafaseblad da menejmentis sistemis gasaumjobeseblad. modeli moicavs organizaciis funqcionirebisTvis saWiro yvela ares. misi saSualebiT organizacias SeuZlia gansazRvros, ra problema aqvs konkretuli mimarTulebiT.
- ✓ EFQM efeqtianobis modeli kompaniebis TviTsefasebis kompleqsuri saSualebaa. am modeliT kompaniebs SeuZliaT Seafason sakuTari Zlieri mxareebi da gamoavlinon aspeqtobi, romlebic gaumjobesebas moiTxovs.
- ✓ saqarTveloSi developeruli kompaniebi ar ewevian efeqtianobis kompleqsur Sefasebas.

- ✓ kompaniebis mier EFQM efeqtianobis gaumjobesebis modelis gamoyenebis SemTxvevaSi maTi efeqtianoba sagrZnoblad gaizrdeba, rac aisaxeba kompaniaTa finansur maCveneblebze, reputaciaze, momxmareblebis raodenobaze, dasaqmebulTa motivirebulobaze.
- ✓ modeli saSualebas aZlevs kompanias, ganviTardes stabilurad da hqondes mzardi SesaZleblobebi, rac mis gamoyenebadobas mowmobs.
- ✓ kompaniebis efeqtianobis Sefasebis warmatebul da aprobirebul models warmoadgens Balanced Scorecard kompaniis dabalansebuli angariSi.
- ✓ developeruli kompaniebisTvis, romlebic saqarTveloSi saqmianoben, gaugebari aRmoCnda sazogadoebis kvlevisa da misi Sefasebis kriteriumis mniSvneloba. aRniSnuli kriteriumi araavTenturia qarTuli realobisTvis.
- ✓ modelis mixedviT, ZiriTadad gaumjobesebas moiTxovs qarTuli developeruli kompaniebis sazogadoebisa da dasaqmebulTa Sedegebi.
- ✓ Balanced Scorecard-is mixedviT gamokiTxuli developeruli kompaniaTa 80% funqcionirebs efeqtianad.
- ✓ Balanced Scorecard-is modelis mixedviT, prioritetul kriteriumad gamovlinda finansuri perspeqtiva.
- ✓ Balanced Scorecard-is modelis mixedviT developeruli kompaniebis umetes nawils maRali Sedegebi hqonda finansuri perspeqtiviT, rac metyvelebs am kompaniebis finansurad gamarTul muSaobaze.
- ✓ dabalansebuli angariSis bizness efeqtianobis Sefasebis modeli kompaniebs SesaZlebloba aZlevs gadaWran sami fundamenturi problema, esenia: organizaciis funqcionirebis efeqtianobis Sefaseba, aramaterialuri aqtivebis Sefaseba da kontroli, strategiis warmatebiT ganxorcieleba.
- ✓ manam sanam kompaniis menejmenti gadawyvets gamoiyenos dabalansebuli angariSis efeqtianobis Sefasebis modeli, maT SeuZliaT gamoiyemon testi raTa gansazRvront ramdenad esaWiroeba kompanias dabalansebuli angariSis gamoyeneba.

gamoqveynebuli Sromebi

naSromis momzadebisas damuSavebuli masala gamoqveynebulia Semdeg publikaciebSi:

1. "dabalansebuli angariSi (Balanced Scorecard) – biznesis efeqtianobis Sefasebis modeli", Jurnalni " ekonomisa da biznesi" #3, 2018.
2. "Batumi Residential Market Overview" International Journal of Business and General Management VOL-7, ISSUE-5; Aug--Sep2018; Impact Factor(JCC)-2018: 5.9876; Index Copernicus Value(ICV)- 2017: 50.29; NAAS Rating: 3.51".
3. "urbanizaciis procesebi Tanamedrove msofliosi", Jurnalni "ekonomika da biznesi" tomi X, #4 2017.
4. „efeqtianobis Sefasebis modelebi samSeneblo biznesSi“. samecniero Jurnalni „samarTali da ekonomika“, №8, Tbilisi, 2017.
5. „sacxovrebeli uzravi qonebis analizi Tbilisis magaliTze“. samecniero-praqtikuli Jurnalni „moambe“, XXVII, Tbilisi, 2017.
6. „urbanuli politika da developmentis regulireba saqarTveloSi“. referirebuli Jurnalni „inovaciuri ekonomika da marTva“, tomi me-4, baTumi, 2017.