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WORK ON AUTOMATION OF FORMATION OF THE OPERATING PLAN OF IMPLEMENTATION OF DEMANDS FOR FINISHED GOODS OF THE INTEGRATED POULTRY FARM

Vladivostok state university of economy and service

This work is devoted to consideration of possibility of improvement of process of formation and shipment of finished goods of an integrated poultry farm to customers. The solution of questions of management is based on automation of formation of the operative plan schedule of implementation of demands for integrated poultry farm production.

Keyworlds: automation, operating plan, demand, production, integrated poultry farm

To adjust sale of the production, the integrated poultry farm needs constant customers. Customers wish to receive high-quality, ecologically safe and useful food in the shortest terms. It follows from this that for successful work with customers, it is necessary for workers of an integrated poultry farm to process and satisfy their demands in time.

For permission of the matter the decision on development of information system which will help to serve demands with the smallest losses and with the greatest benefit for the company within functioning of corporate information system of the enterprise was made.

For achievement of a goal the following number of tasks was formulated: studying of process of work with demands at the enterprise; development of recommendations about process optimization; creation of model «Creation of the operative plan schedule of shipment of the goods»; design of information system.

During research it was revealed that the number of demands arriving in day and their contents, has changeable character in this connection, there are problems with planning of service of these demands and shipments of the goods on them.
The sequence of reception and processing of demands is displayed in (pic. 1).

**Pic. 1 – Sequence of reception and processing of demands (in 1 working day)**

By consideration of sequence of reception and processing of demands it is possible to note that demands in department of planning start to arrive at 9:00 and at once are brought in a database. At 14:00 demands acceptance comes to an end, at present already there is a created list of demands. With 14:00 till 17:00 there is an analysis of demands for possibility of their performance, further demands in the list are placed on a priority. And with 17:00 the list on implementation of demands till 18:00 is formed. In process of passing by demands of this way, about 9% of demands are daily lost, it is thus important to notice that the customer don't warn about refusal and consequently he doesn't know about its reasons.

Causes of failure of processing and implementation of the arrived demand are:

- shortage of a concrete type of production;
- lack of transport for production export according to the demand.

According to customers it is necessary to address with the demands another time, and they don't know concrete causes of failure.

After studying of process of work with demands at the enterprise recommendations about optimization of this process were developed: to make possible updating of the output plan; to carry out each demand no more than in three days; to adjust feedback with customers (development of offers on change of the demand which for any reasons isn't possibly for executing); to develop information system «Work with demands».
Taking into account the revealed problems and the developed recommendations the chart of data flows «Creation of the operative plan schedule of shipment of the goods» was constructed.

The chart was executed in system of business modeling of "Business Studio".

The example of model of DFD executed in the notation is presented in (pic. 2).

This process was декомпозирован on subprocesses:

- Analysis of demands for feasibility;
- Development of offers on change of demands and their sending;
- Analysis of demands, sorting according results:
  - Check on shipment at own expense possibility;
  - Check of the status of the customer;
  - Sorting according a priority.
- Distribution of demands on days of service:
  - Creation of possible combinations of implementation of demands for three days taking into account the plan of release and already finished goods;
  - Correction of combinations on transport existence;
o Sorting of combinations according a priority;
  o Choice of the unique combination of the plan schedule.

Further some of the allocated subprocesses as were декомпозированы.

For example, in (pic. 3) process decomposition «Distribution of demands on days of service» is presented. The provided scheme opens process of development of the plan schedule of shipment of the goods.

![Diagram](image)

Pic. 3 – the Type of the chart of decomposition of subprocess «Distribution of demands on days of service»

The main objective of the developed program module for corporate information system of the enterprise is formation of the operating plan of the schedule of implementation of demands. The program module should analyze arriving demands, to place them in a priority order on performance. In case the demand can't be executed within three days, to the customer the notice of refusal and version of the corrected demand (which is possible for executing) goes. Introduction of the similar mechanism in service of demands is urged to resolve a problem of loss of demands. Further on the basis of available in the rest in warehouses and planned to output, the
operative plan schedule of implementation of demands should be formed. The plan schedule should display information on number, time and a vehicle which will deliver production according to the made demands.

**Kmet Elena, Ledovskikh Eugene**

**PRIOR RESEARCH TO PLANNING OF ADVERTISING ACTIVITIES OF RUSSIAN COMPANIES ON THE ASIA-PACIFIC MARKET**

*Far Eastern Federal University*

This report discovers methodological principles of research to develop the concept of advertising activities of Russian companies on the Asia-Pacific market.

*Keywords: research of advertising market, research of media preferences, methods of research in social networks.*

Prior research during developing conceptual method of advertising activity on the national market is discovered in the scientific literature widely. There are a lot of technologies of planning and they worked perfectly. Mostly to promote goods and service of Russian company to international market producer applies to famous special advertising agency in each country. Agency commission is concerned with budget of advertising campaign. In this case the ad agency is interested in increasing the budget of advertising campaign. Advertising activities should be planned to give maximum results with minimum investment of resources. The advertiser should develop a concept of ad activity (CAA), including general conceptual method of advertising activities on the market of another country, and attract advertising agency to realize the ad actions.

The process of CAA development to promote Russian university on the market of another country is presented on figure 1.a.
The process of planning ad activities shows the stages of CAA development and includes general conceptual method of advertising activities Russian university on the international market [2]. Stage-by-stage method of management ad activities is reflected in this process of planning ad activity (Fig. 1.b). Planning is complex of administrative functions (research, development of the integrated strategic and tactical decisions, control) – interrelated actions inside independent process.

**Fig. 1. The process of CAA development to promote Russian university on the market of another country**

The starting point for effective planning of ad activities of the university on the international market is research of the advertising market subjects and target consumers’ media preferences (Fig. 1.b).
The research advertising market subjects is aimed at mass media and their audiences. The research of target consumers’ media preferences is included the research of consumer behavior [3].

The research of advertising market subjects on Asia-Pacific countries is based on desk research and analysis of advertising markets’ alteration for a few years by major types of media channels (volume, structure and dynamics of development advertising markets). In that case, the **volume of the advertising market** is a total amount of annual ad expenditures from advertisers; the **structure** is amount of ad expenditures in each type of media channels [1].

The structure of the advertising market includes the following **types of media channel**: TV, radio, internet, newspapers and magazines advertising, outdoor and indoor advertising, mobile advertising. The media channel is considerable if its share in total amount of ad expenditures exceeds one percent. In each country there are many associations, which activities is related with informational promotion. There is important information on the websites of these associations. There are many international research companies (Nielsen Company, GroupM, and Zenith Optimedia). They estimate volume and structure of national advertising market quarterly, and also predict their alteration, but these data may differ considerably. Information published on websites of national associations is valid. Data analysis of the dynamics for a few years helps to define development’s trends of types of media channels. The international search engines such as Google give an opportunity to search information in any language (Chinese, Indian, Malaysian, etc.) and to translate observed material.

It is necessary to consider national features of advertising market in each media channel after analysis the advertising market structure. The analysis is helps to answer the following questions: what forms of ad are presented in the national market in this media channel and how fast they develop, which segments of the consumer are influenced of these forms of advertising mostly. The information helps to define main development’s trends of advertising market and possibilities of media channels.
It is necessary to specify the number and demographic characteristics of the target consumer before implementation of media preferences research (Fig. 1.b). Target consumer is a citizen who is aimed advertisement. Also target consumer is not only consumers of educational services, but people who may influence potential customers. Target consumer is imposition of target market description and the audience parameters of the media channels. The target consumers are heterogeneous and can be divided into segments - target groups of consumers. Each of one has quantitative and qualitative characteristics. Dividing into segments is useful if target groups of consumers demand different methods of influence.

The target consumer may divide into three groups. First group is high school graduates and high school students (15-18 years). They are potential consumers of courses for Bachelor's degree. Second group is parents of first group (34-49 years). The are influencing their children to choose university. Third group is labor force. The are potential consumers of Master's degree and diploma. If the purpose of promotion is just to attract foreign consumers to courses for Bachelor's degree, the number of groups is reduced to two first groups (high school students and their parents).

The main objective for Russian university is to define the territorial reach of advertising influence because reach of whole country demands a great budget. It’s necessary to use author’s method of focusing and increasing advertising influence through advertising influencing certain locations of country to influence the target groups of consumers on the Asia-pacific market with great population.

The method includes the following steps:

1. Search of detailed information of major educational fairs in the country.
2. Analysis of demographic characteristics of population (population, age, standard of education, average income per capita).
3. Search information of weather conditions and allocation minima temperature (this information is very important to ease adaptation to potential consumers to live in Russia).
4. Imposition educational fair calendar in the country, allocation level of average income per capita and standard of education on a map to determine the prioritized cities to promote university.

5. Promotion will be influence the population of the prioritized cities and include: participation in educational fairs, placement advertisements in the media (Internet, newspaper and magazine advertising, radio advertising, etc.), cooperation with educational agencies and distribution of materials and gifts by university design.

The method allows focusing on the prioritized cities. It’s important to realize short-term increasing advertising campaign before participation education fairs in selected cities.

After identification of territorial coverage in country it needs to determine characteristics of the target customers. One of the most important characteristic of the group is its volume, as planned reach of target customers by promotion will be figured according with the volume of group.

The third step is research of target customer’s media preference by fieldwork which is including gathering and analysis primary data in accordance with the purpose of research (Fig. 1.b).

The methods of media preferences research are follows: a questionnaire and qualitative online research including individual interviews, thematic discussions on blogs, social networks and forums of the Internet.

Main tools of research are form for foreign students to self-filling, form by e-mail, on-line form or a list of questions for online interviews and thematic discussions. Forms have to be developed in the native language of foreign students (Chinese, Korean, Vietnamese, etc.)

The questionnaire results help to identify media preferences, types and forms of advertising for these target customers. It is appropriate to quote the famous Russian businessman and designer A. Klimina: "Even though I spend a lot of time for today's market research, getting the numbers and comparing them with the real makes me think that this is far cry. A person often tends to talk more than he can carry out; hence there is an error in the research." The research results have to be interpreted
through the prism of experience of university’s communication, competitors and marketologists' intuition.

An important step in prior research to planning advertising activities is gathering information about the prices for advertising services (Fig. 1.b). During placing university’s advertisements it is important to be focused on results of combination target customers’ media preferences and national\regional media ratings. Combination of target consumers’ media preferences and national media ratings specify the select of media to placing university’s advertisements. It’s important to gather information about prices for the media which included in the national media rankings of the country and the rating of target customers’ media preferences too. As a rule, prices for advertising services are presented in the national language of the country in the Internet.

Finish of research is SWOT-analysis and identification of key emphasis of the advertisements (Figure 1.b). Detection of threats of the environment on the market Asia-Pacific countries and main competitive advantages of university helps to formulate the key emphasis of the advertisements.

Results of prior research to planning of advertising activities are the resource base for development of strategic and tactical decisions. It’s important in the rapid evolution of information and media preferences of the target customers to continuously monitor its trends. It helps focus on the most optimal forms and channels of the target customers' communication.

References:


The paper deals with main external risks influencing the activity of Russian universities of higher education. It also analyses demographic, political and economic risks.

Key words: risk, external risk, optimization of the system of higher education, institutes financing, competition.

Russian Federation state educational policy is directed to the accessibility of quality education corresponding to up-to-date needs of the society and every citizen [1]. At present modernization of higher education in the Russian Federation is being carried out which includes the transition to the multi-leveled educational system after joining the Bologna Process, the change of principles of financing state universities of higher education, the optimization of the system of higher education, etc. These current changes lead to the increase of risks influencing the results of the activity of universities of higher education. Among external risks there are the ones which institutions’ authorities can not impact on; among internal risks there are the ones which depend on the activity of an institution itself.

Some of external risks influencing Russian universities of higher education at the moment are under consideration. First of all, it’s necessary to highlight the demographic risk connected with the reduction in the number of university entrants (table 1). Since 2007 population size of 15 – 24 year olds has been continuously...
decreasing on an average by 3% a year. The demographic situation is going to worsen till 2017 until the number of university entrants increases.

**Table 1**

**Distribution of the Russian Federation population at the age of 15 – 24**

*(data of January, 1st; thousands of people) [3]*

<table>
<thead>
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</tr>
</thead>
<tbody>
<tr>
<td>15-19</td>
<td>9968</td>
<td>12801</td>
<td>11825</td>
<td>11088</td>
<td>10207</td>
<td>9261</td>
<td>8469</td>
<td>8237</td>
</tr>
<tr>
<td>20-24</td>
<td>9755</td>
<td>11466</td>
<td>12405</td>
<td>12671</td>
<td>12764</td>
<td>12573</td>
<td>12256</td>
<td>12122</td>
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<tr>
<td>Total</td>
<td>19723</td>
<td>24267</td>
<td>24230</td>
<td>23759</td>
<td>22971</td>
<td>21834</td>
<td>20752</td>
<td>20359</td>
</tr>
</tbody>
</table>

Prognostic number of university students in 2013 might come to about 4.2 million people reducing by more than 40 percent against the number of students in 2009 [1]. The consequences of this demographic crisis are the following: cutting of institutions’ financing, deterioration of universities’ facilities and equipment, dismissal of some qualified lecturers, and so, drop of educational institutions’ competitiveness at the educational services market. Therefore, some universities of higher education have to lower the minimum number of access points which favours the admission of students with low learning curve and then adversely affects the quality of graduates’ training.

The level of political risks in the field of higher professional education is considerable. It is connected with government decisions in the educational area. Among them Russia’s joining the European Higher Education Area, the transition to the multi-leveled educational system, the optimization of the system of universities of higher education including the creation of federal and research universities and the distribution of the budgetary vacancies to private universities should be mentioned. These decisions are aimed at the rise of competitive ability of Russian universities but as they are adopted in uncertain conditions, the coming of negative consequences might be possible. For instance, in accordance with the Federal Law of the Russian Federation № 318 dated 16.11.2011 private institutions of higher and secondary professional education having obtained state accreditation can train students at the
state budget’s account on a competitive basis [2]. Thus, state universities are deprived of one of their advantages, i.e. availability of budgetary vacancies. The risk relating to the optimising the system of higher education by merging universities and their branches and by connecting them with “powerful” universities is rather urgent for many Russian institutions of higher education. From 2008 to 2011 the quantity of universities in the Russian Federation has decreased by 19 [3]. In the Federal target programme for the period of 2011-2015 it is announced that “on account of demographic causes and due to the improvement of the system of educational institutions the universities, which are not reckoned among federal or national research universities, will be renewed essentially” [1].

Economic risks are risks caused by changes in the economy of a country. Owing to the adoption of Federal Law № 83-FL dated 08.05.2010 university budgetary financing will be realized through the subvention for state tasks depending on the number of students having chosen an educational programme. This law raises state universities’ degree of freedom in using financial resources. Meanwhile, the risks of reduction in individual financing might appear because of the decrease of the number of students in the described demographic situation or as a result of students’ expulsions from universities during their courses.

Thus, at the educational services market the competition revealing the competitiveness between institutions of higher and secondary professional education, between state and private universities; between educational institutions implementing the same educational programmes is becoming strained. Risks management could minimize their negative consequences in order to raise universities’ stability in existing situation.

Reference


The problem of the research is connected with knowledge and innovation management. The problem is extremely important, because of its complicity: the subject is not investigated enough. Current paper is devoted to analyzing current approaches to the strategies in the conditions of uncertainty, implemented by the most successful foreign companies.

Key words: strategy, uncertainty, business environment, dramatic changes, innovations

Introduction

The current paper is based upon strategies in the conditions of uncertainty and turbulent changes. At present business becomes dramatically dynamic and unpredictable. As traditional strategic management solutions have become ineffective in such conditions, the problem of uncertainty has become an active area of research. Several attempts have already been made to identify the principles of strategy building in the environment of uncertainty. Mention should be made to the following research works: “Robust adaptive strategies” by Beinhocker E. D [1,2], “Fast strategies” by Doz Yves and MikkoKosonen [3,4], and “Strategic dynamics” by Burgelman R. A. and Grove A. S. [5]. This paper includes comparative analysis of various approaches to the strategies in the conditions of uncertainty, revelation of their peculiarities and differences from traditional approach to strategic management.

It’s worth investigating the approach mentioned in details.

Robust strategies
The punch line of the robust adaptive strategies is based upon risk reduction as the result on strategic diversification. As business environment is a complex system and is highly unpredictable, it’s required to deny strategy-building, based on the attempts of future prediction, to reach the success. By implementing fitness landscapes method, that makes achieving leading positions on the market similar to the ability to survive in the mountains, one can find out the basic principles of this approach:

- **Never stop.** Permanent monitoring of potential opportunities and threads is vital for the company, even when it occupies leading positions on the market.
- **Move in groups.** Parallel investigation of various technologies helps to find and implement the new opportunities extremely faster. Instead of one strategy, the company should create the whole system (*population*) of connected strategies.
- **Combine long and short leaps.** The population of strategies should be balanced by including strategic actions aimed not only on short-run (short leaps), but also on long-run results (long leaps).

In spite of such problems as efficiency decrease, internal misunderstanding in the company and focus blurring can arise, the implementation of this approach enables to reduce the risks dramatically and to create a strong business portfolio, that is crucial in the conditions of uncertainty [1].

*Fast strategies*

The key factor of success according to the fast strategy approach is speed. As current business environment is dynamic, flexibility and timely reaction to fast and unpredictable environmental changes becomes a strong competitive advantage. For providing such a reaction, the fast strategy approach lists a vide number of features, that can be changed to make the company succeed [3]. All these features are divided into three main groups:

- **Strategy.** Orientation on the open strategic process, rapidity and ease of the information distribution, permanent monitoring of opportunities and threads and the efficiency of internal dialogue in the company.
• **Leadership.** It refers not only to management leadership style, but mutual dependence of employees and team-working.

• **Resources.** Orientation on dynamic resource distribution, ability on fast allocation of resources and employees to the new targets and creating conditions for resource fluidity.

The advocates of the approach put forward the idea, that the combination of good results at all these three areas is the only way to success [4].

*Strategic dynamics*

The concept of strategic dynamics is based on strategic choice between autonomous and induced strategic actions aimed either on changing business environment or on adaptation to external changes. As only few companies can save their leading positions or even survive in a long run period, it's crucial to identify the factors that can provide the corporate longevity. Using the game theory methodology, two players were marked out: the target company and the business environment that includes not only the competitors, but all the other stakeholders and market forces. Each player can either accept the rules of the game, existing in a particular field or try to change them with a rule-breaking strategic action. Thus the final situation on the market depends on the combination of these two players' decisions. Such factors as market position, financial statements, current technologies and other player's actions can highly influence the choice between induced and autonomous strategic actions. The role of strategic leadership is to provide the correct resource allocation between two types of strategic actions, either connected with rule-taking or rule-breaking [5].

*Comparative analysis*

In spite of the concepts of robust strategies, fast strategies and strategic dynamics have the similar subject: strategies in the conditions of uncertainty, these approaches investigate the problem from different perspectives and focuses on various aspects. In some questions the positions of approaches are quite similar, but in others dramatic differences occur.

*Attitude to business environment*
The peculiarities of business environment in robust and fast strategies are very similar. From the viewpoint of fast strategies, business environment contains two types of threads. The first type is connected with global increase of the speed of information distribution, caused by technological development than can considerably change existing business models. The second type of threads is the high rate of changes as the result of shifts in connected markets or fields. Such changes are complex and non-linear, so they can be sudden and unpredictable. To solve this problem, the advocates of fast strategy approach suggests to replace strategic foresight by strategic insight and to create the “planetary thinking” that allows to analyze business environment not only from the position of current business of the company, but examine the question more complex, paying attention to opportunities and threads in other fields.

Robust adaptive strategies’ approach has the most negative attitude to future prediction. Business environment is a complex system that is extremely hard to predict because the effects of unstable equilibrium and path dependence.

The punch line of the former effect is that business environment can be stable and almost unchangeable during the long period, but then sudden dramatic changes, followed by new equilibrium, arise. This effect is also reflected in two other approaches. It’s crucial for the fast strategies, dealing with adaptation to dramatic changes and it’s mentioned in strategic dynamics as the period of runaway changes, than move the system from one equilibrium to another.

The latter effect refers to the great influence of small random changes in one time period on the future result.

After investigating the two effects, the advocates of the approach concludes, that future is highly unpredictable, especially by using the past experience.

One more problem, connected with business environment, lies in human disposition to create patterns of situations, based on previous experience. And if existing situation has something in common with this pattern, people make all the similar actions as they did in the past. Furthermore, the existing trends are usually
transfers to the future, without putting into account that conditions can change. *Fast strategy* approach also is dealing with this problem.

As *robust strategies*’ approach puts forward the idea that future is unpredictable, and people that tends to use patterns, can’t forecast it, the advocates of the approach deny the attempts to predict future, in an opposite to *fast strategies*’ proponents.

The peculiarities of *strategic dynamics* attitude to business environment lie in investigating not only macro, but also microenvironment. Various stakeholders become the key element of the concept, as their strategic decisions have influence on the situation in the field and can lead to considerable changes in business environment. However, not only stakeholders can change business conditions, the company itself can also make attempts to do this. If one or more players are trying to change market conditions, complex and non-linear shifts occurs. The most dangerous and unpredictable situation, described by the advocates of *robust strategies*, can take place only if several players are using rule-breaking strategic actions at the same time. It’s worth mentioning, that such situations are very rare and extremely unstable.

**Implementation or investigation**

In this context the term “implementation” means using the existing resources competences with maximum efficiency. “Investigation” refers to searching for new markets and fields of knowledge that are not included in its core business. All the three approach combine some elements of implementation and investigation, but the focus differs within and across the theories.

Robust strategies pay more attention to investigation process. Parallel research of numerous fields is a key idea of this approach. The research has no need to be deep, but it should cover various promising fields. This can provide creating a strong portfolio of businesses that reduces the risks. At the same time investigation directions with good results can be easily developed invested in. using the terms, implemented by the author of the approach, Investigation sounds like “*long leaps*” and implementation reflects the “*short*” ones.

Fast strategy concept has an opposite viewpoint on this question. The approach puts stress on implementation with the target of maximizing flexibility of specific
company with unique combination of resources and competences. All the three main positions of the concept (strategic flexibility, leadership and resource allocation) are mostly connected with the implementation process. However, investigation is also mentioned in fast strategies. Providing flexibility requires monitoring of global trends, even if they are not connected with the company’s core business, and their interaction. In Nokia this ability of complex investigation is called “planetary thinking”.

In *strategic dynamics* investigation and implementation processes are well balanced. She short term focus on one kind of processes depends on the current market situation.

In the case of stable field structure, the process investigation new opportunities both inside and outside the core business prevails. If the changes are forced by other players, the company searches for new fields of development for restoring the control on situation. In this period, implementation plays some role for the company as it helps to adopt resources and competences of the company to the current situation. When changes are controlled by the company, implementation can help to maximize the value achieved from the situation and to keep the leading positions. At the same time, investigation of future opportunities is also required. In the situation of runaway changes, situation is so unstable, that it’s hard to predict what is better, implementation or investigation.

*Time horizons of decisions*

*Robust strategies* investigates all the three time horizons of strategic decisions: short run strategies are oriented on development of core business, middle run decisions helps the company to find solutions in some other spheres of business and long run initiatives are connected with global shifts in the company and creating innovative fields of doing business. In practice more attention is paid to long and middle run strategic actions as they provide the creation of strong business portfolio.

*Strategic dynamics* investigates situations in companies in a long time period. Regardless to which type of strategic actions is chosen, the companies are focused on
long run decisions. Projects, oriented on short run results, connected with core business improvements still exist, but they are not so important in this approach.

*Fast strategies’* concept is based on an opposite idea on this question. Long run decisions are used only to provide “*planetary thinking*”, and the main attention is paid to short run strategic actions. As the approach targets the increase of the reaction speed to global changes, focusing on long run period can do the company less flexible and prevent it from achieving the goal. For example, long run strategic plans can damage fast resource allocation.

*Rule-taking or rule-breaking*

From the viewpoint of robust and fast strategies, the company can adopt to external changes, but not to influence the environment itself. Business conditions are dynamic, complex and unpredictable, and the companies are trying to face its challenges by risk reduction or speed increase.

The strategic dynamics approach puts forward the idea that interdependence between business environment and the company exists. The company is an active system and its strategic actions can change business situation.

In this concept business environment is not abstract; it consists of other stakeholders, operating on the market. The combination of their actions in some cases can lead to non-linear changes. Both the company and the other stakeholders have two types of behavior, rule-abiding or rule-breaking, and the final situation on the market is the result of their decisions.

*Key values*

It goes without saying, that the core value of *fast strategies* is speed. The companies fail or even leave the business not only because they make wrong decisions, but because these decisions are made too late. To reach the goal, the company should be more fast and flexible than its competitors and all the strategic actions should be aimed to establish the proper reaction speed.

Key values of *strategic dynamics* consist not only of surviving in the dynamic business environment, but also of keeping leading market positions. From the one hand, the company should successfully develop in the existing conditions. From the
other hand it should adapt to business environmental shifts, created either by the company itself or by the other players.

Companies, implementing robust adaptive strategies, have another way to success, connected with creating populations of strategies. Strategic diversification and risk reduction are among core values of the approach. Effectiveness, coordination and focus can be sacrificed to increase the probability of success. The punch line of the approach is to establish good market position in every situation.

Focus of strategies

In this question the perspectives of three approaches differ a lot. Thus, the advocates of robust strategies and strategic dynamics have an opposite opinions.

The former concept doesn’t consider the focused strategy as a competitive advantage. The value can be created by implementation of innovations that can lead to strategic focus. In other words, focus is not a source, but rather a result of competitive advantage and it can be easily sacrificed for achieving some goals.

The latter approach makes a point that focusing not only creating value, but also protecting the company from internal misunderstanding. The company should be focused on its core business and all the projects that could damage this focus should be canceled even if they have good results. Definitely the focus can be changed, but only in critical situations.

The attitude to focus of the third approach is much more tolerant. One the one hand, focus is necessary for the fast strategies, especially in current business conditions. On the other hand, focus should not be static; it should permanently change, according too new opportunities and threats.

Differences from traditional strategic management

Each of the three approaches investigated has a list of peculiarities, and differences from the classical view on strategic management. It’s worth investigating these differences in more details.

Fast strategies and traditional management

Classical strategic process is created on the basis of long run planning and attempts to predict future. The advocates of fast strategies consider that such a system
can’t work in the conditions, connected with uncertainty and dramatic changes. Traditional strategic and scenario planning are also inadequate to current business environment. In such conditions, fast understanding of current situation is more suitable than time-consuming scenario planning. It’s also worth understanding the picture in a whole, rather than concentrating on specific markets of trends.

Traditional approach is efficient for stable markets with strict boarders but not for the current situation connected with globalization and great technological development.

It worth mentioning, that future prediction is not fully denied in fast strategies. Traditional solutions, connected with identifying of trends, searching for opportunities and threads, are still important. One more crucial point is monitoring of new technologies and their mediums.

When shifts are strong and unpredictable, strategic foresight should be supplemented by strategic insight, an ability to analyze and understand complex situations and their development and be ready to capitalize on results achieved. That’s why the approach is dealing with strategic sensitivity that includes permanent information exchange with internal and external partners.

The next key difference is connected with the factors that influence strategic choice. Both, fast strategies and traditional management acknowledge the necessity on internal and external analysis, but the focuses of two approaches are not the same. Classical management pays more attention to market situation and business environment, and fast strategies tend to look inside the company as this concept is connected with resource approach in strategic management. A final decision about the market to choose in fast strategies is made according to internal peculiarities of the company, rather than external factors.

Numerous differences are connected with the attitude to structure and resource allocation. Comparing with fast strategies, traditional management has a strong drawback, connected with unwarranted focus to structural approach. Excessive concentration on structures decreases the flexibility and can lead department managers to sacrifice the whole company’s target for achieving local functional
department goals. For being flexible, the company should work as one organism: the managers of all levels should be involved in team-working and should have collective commitment.

The restriction of resource fluidity is one more problem, caused by concentration on structures. Traditional hierarchical organizations often have only vertical resource allocation, but not horizontal. Too many hierarchical levels together with long run plans can trap the resources in the framework of specific functional departments. To solve this problem, advocates of fast strategies suggest such actions as short term plans, modular structures, and horizontal shifts for employees.

In a whole, fast strategies are more oriented on process approach in management. This means that the company is considered not as the structure, but as a number of processes with their specific features. Companies, using such an approach have usually a flat structure.

Robust adaptive strategies and traditional management

The main difference of robust adaptive strategies and traditional management lies in an attitude to strategic planning and foresight. According to robust strategies, strategic planning often has low results.

In the current environment managers have no abilities to create strategies on the basis of strategic vision. But if vision is still useful in a fast strategies’ approach, in robust strategies all the attempts of future prediction are highly criticized.

The next difference refers to key values of the concepts. Traditional approach is oriented on creation effective and well-focused strategy. Robust strategies have some other values, connected with risk reduction rather than having a clear focus. If traditional strategic choice puts forward only one alternative, robust strategies recommend to realize several alternatives at the same time. This can decrease the amount of benefits got, but increase the probability of reaching this benefits. Thus, the company more looks like the portfolio of various projects then a hierarchical structure. This portfolio should be rater flexible and can be easily changed according to situation.

Strategic dynamics and traditional management
The differences between strategic dynamics and traditional approach are not so sharp. The main peculiarity of strategic dynamics is reflected in the ability of the company to change business environment. From the game theory perspective, traditional management looks like a game with nature. This type of games has only one active player, as nature has no mind and no target, it just makes its turn randomly. And in strategic dynamics business environment, consisting of lots of other participants of the field, can analyze the situation and choose its own game strategies.

Furthermore, in contrast with traditional management, where changes of business environment are always exogenous, in strategic dynamics the companies themselves can influence environmental shifts. The company can choose either to adapt to the existing rules in the field or to make an attempt to change the existing situation.

Conclusion

This paper is aimed on the comparative analysis and substantiation of strategic choice between various approaches to the strategies of development in the conditions of uncertainty and dynamic changes. In the current paper three main concepts were investigated: robust adaptive strategies, fast strategies and strategic dynamics. A list of peculiarities and differences of these approaches were revealed. The results of the investigation held, indicates that no ideal approach to the strategies of in the conditions of uncertainty exist. Each of the concepts investigated have its own peculiarities, benefits, shortcomings and delimitations and area of implementation. This paper can become a basis for future investigation of the problem as it reflects one of the first attempts to put together various contradictory approaches to the strategies of development in the conditions of uncertainty and dynamic changes.

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Modern scientific research and their practical application.


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PROBLEMS AND OUTLOOK OF DEVELOPMENT FOR HOTEL ECONOMY IN UKRAINE

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The hotel economy is one of important constituents of the service industry in Ukraine, and its effective functioning is favorable to the revival of social and economic development of the country and its separate regions.

At current stage of development, the hotel business in Ukraine has a number of certain problems, which are the obstacles for application of the European standards of service quality by hotel economy enterprises. The basic problems are as follows:

- small quantity of the international class hotels;
- insignificant volumes of investing in building of new hotels;
- insufficient quantity of skilled specialists in the field of enterprise management of hotel economy and servicing;
- low level of competition in the hotel market as a result of absence of the corporate standards of hotel services quality control;
- high level of taxes.
Nevertheless, the Ukrainian hotel market is attractive enough for foreign investors, as cost recovery of the project should be about 8 years that is ten times less than in the countries of Europe.

Creation of hotel networks, which allow introducing the high service standards, is an alternative of problems solving for the hotel business in Ukraine.

The basic ten of the world hotel networks are as follows:
- InterContinental Hotels Group (Great Britain);
- Wyndham Worldwide (USA);
- Hilton Hotels Corp (USA);
- Marriott International (USA);
- Choice Hotels International (USA);
- Accor (France) (USA);
- Best Western International (USA);
- Starwood Hotels & Resorts Worldwide (USA);
- Carson Hospitality Worldwide (USA);
- Global Hyatt Corp (USA) [1].

Hotel networks support a concept of satisfaction of all consumers’ necessities, even specific ones, in organizing leisure, rest and business.

Hotel networks concept acquires popularization within the last few years, and their quantity is increasing considerably. In this segment integration processes for transnationalization and association, which are inherent to the international sphere of servicing, are demonstrated fully.

Enterprises of hotel economy, entering into the hotel networks, obtain the general cost cutting, informative database, experience both in internal and international markets.

Insufficient number of hotels of a different price category explains that fact in spite of existing problems interest in the hotel business in Ukraine continues to grow.

Association of enterprises into hotel networks with the establishment of unified servicing standards, centralized rendering of services including on booking, material
and technical equipping and safety increase profitability of hotel economy enterprises, with reduction of expenses for the management.

Mistakes in the activity process of one of hotel network enterprises can be covered due to other enterprises of the association. It is therefore possible to talk about the high firmness and stability of hotel enterprises, which are the members of international and national hotel chains.

There are two basic types of hotel chains:
- integrated chains which are created from homogeneous units (Accor, Holiday Inns, etc.)
- hotel consortium, that unites independent hotels (Best Western).

The analysis showed that the most efficient management in hotel networks is carried out by means of the following organizational forms:
- franchising (contract of franchise);
- contract management;
- leasing.

In France, the franchising system is developed in one-star and two-star hotel sector. Due to this system, two-star and three-star hotel networks (Ibis) and one-star chains (Formule 1) have built hundreds of hotels for the last ten years.

In the USA, the franchising system is applied actively by such famous hotel chains as "Best Western International" and "Global Hyatt Corp."

Statistics shows that enterprises included in a hotel network have higher average income by 60% and higher hotel room capacity by 15% than independent enterprises. However in Europe, a number of traditional hotels, which are more like to create voluntary chains, than to be included into large hotel empires, prevails.

Activity of foreign companies in Ukraine in the field of hotel business includes three forms such as: franchising, contract and ownership.

The efforts of national hotel operators should be focused on the qualitative development by means of organizing consolidation and integration process of enterprises in the Ukrainian market under the strongest national brand. In addition, national operators should implement an active policy on introduction of efficient
unified standards on management, advertising of the brand, development of information technologies, that will consolidate their positions considerably not only in Ukraine, but will give a possibility to enter to the international hotel market.

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THE SEQUENCE OF IMPLEMENTATION OF A METHOD OF IDENTIFICATION AND PLANNING OF CHANGES DURING THE LIFE CYCLE OF THE ENTERPRISE

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The method of identification and planning of changes during the lifecycle of the enterprise is formed based on the use of simultaneous equations model. The sequence of the above method is defined.

Keywords: changes, the life cycle of the enterprise, principles, simultaneous equations.

The formation of the method of identification and planning of changes in the company should be conducted taking into consideration the following specific principles: taking into account the interdependent interests of internal and external stakeholders; increase of efficiency of management system and managed system; reliability and availability of information; simplicity of implementation; possibility of practical implementation; taking into account the existing market conditions, the prospects and potential of market development; purposefulness; taking into account the stages of life cycle of enterprise when forming the target indicators; timeliness; simultaneity of external and internal stakeholders influence on the activity of
enterprise; taking into account the power of influence of individual participants of external and internal stakeholders; focusing on achieving the performance in the short and medium terms and targeting for the long term perspective.

The accurately changes identification that are most significant according to the stage of lifecycle is possible only on the basis of comprehensive business analysis, because the use of merely qualitative methods for determining of changes [1] is not sufficiently objective. The internal and external stakeholders, market situation, external environment factors simultaneously affect the performance. Thus, determination of the direction of changes, areas of changes, challenges, goals and objectives of changes, the need for engagement of necessary resources for changes implementation etc. should be implemented holistically taking into account the simultaneity of the impact of mentioned factors. Also the amount of indicators that describe the impact of these factors is significant.

Thus, the process of identification and planning of changes is difficult, so it should be applied econometric research methods. The use of simultaneous equation models is the best way to describe mutual connection of equations and the simultaneity of influence of variables on the outcome [3, p.189; 4, pp. 427-434]. In general, the sequence of a method of identification and planning of changes during the life cycle of the enterprise is as follows:

1. Construction of primary general simultaneous equation model of identification and planning of changes during the life cycle of the enterprise, which is described by a system (1).

\[
\begin{align*}
Y_1 &= a_0 + a_1 x_1 + a_2 x_2 + \ldots + a_n x_n + Y_2 + \ldots + Y_k \\
Y_2 &= b_0 + b_1 x_{(m+1)} + b_2 x_{(m+2)} + \ldots + b_s x_p \\
&\vdots \\
Y_k &= c_0 + c_1 x_h + c_2 x_{(h+1)} + \ldots + c_j x_l
\end{align*}
\]

where \(a_0, \ldots, a_n, b_0, \ldots, b_s, c_0, \ldots, c_j\) – model parameters; \(Y_1, Y_2, \ldots, Y_k\) – endogenous variables; \(x_1, x_2, \ldots, x_l\) – exogenous variables.
2. The modification of a primary formed simultaneous equation model of identification and planning of changes according to established internal and external stakeholders, as well as the peculiarities of industry of the functioning of investigated enterprise.

3. Quantitative estimation of interdependence of exogenous variables in the model of identification and planning of changes and setting the values of the model parameters. To identify each of the equation is the following prerequisite [51, p.189]:

\[ k_s - 1 \leq m - m_s, \]  

where \( k_s \) - endogenous variables in the \( s \)-equation; \( m \) – the total amount of exogenous variables in the system; \( m_s \) - the amount of exogenous variables in the \( s \)-equation.

If we get equality, we believe that the equation is just-identified. If the left part of the equation is less than the right, equation is over-identified. If the right part of the equation is less than the left, equation is not identified. According to the obtained level of identification of equation we apply the indirect least squares or two stage least squares. The indirect least squares is recommended to apply when we receive just-identified equation, the two stage least squares – when we get over-identified equation [2, pp. 115-117; 3, pp.190-194].

4. Qualitative analysis of the model of identification and planning of changes, its further specification: includes review of the estimated model with probable addition of previously discounted indicators, given the importance of their influence on the resulting figure.

5. The development of change management actions due to received dependences in the current model of identification and planning of changes.

The implementation of the proposed method of identification and planning of changes during the life cycle of an enterprise in the defined sequence will enable to define the necessary changes most precisely and to develop specific change management decisions.
Literature:


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