

Секція 8
СУЧАСНІ ПРОБЛЕМИ І ПЕРСПЕКТИВИ РОЗВИТКУ ТЕОРІЇ
ТА ПРАКТИКИ МЕНЕДЖМЕНТУ

*Cherepanova V. O., PhD, Assistant Professor,
National Technical University "KhPI";
Pererva P. G., Doctor of Economic, Professor,
Head of the Department of Business Economics
National Technical University "KhPI",
Kharkov, Ukraine*

**DEVELOPMENT OF RHUBARB MANAGEMENT
IN INTERNATIONAL BUSINESS**

Revenue Management, or profitability management, is a technology for determining the best price to ensure high business profitability based on demand forecasting. Simply put, it's selling the right product to the right consumer at the right time at the right price [1-14]. It is Revenue Management that determines the main vectors and strategies of the sales department.

The main task of this technology in international business can be formulated as achieving an optimal ratio between the demand for market services and the corresponding supply, in other words, rhubarb management is the formation of a supply corresponding to a certain level of demand [1, 2, 4, 9]. Activities of this kind (i.e., the use of the principles of rhubarb management) are necessary for almost all business clusters of the world economy - the oil and gas industry, the automotive industry, international transport companies, tour operators, air carriers, international hotel business, etc.

The basic theoretical principles of rhubarb management in relation to international business can be formulated as follows [1, 4, 9]:

1. A transnational corporation will be able to function effectively only if its customers are satisfied with the goods and services provided;
2. For effective positioning, international companies should focus their efforts more on external consumers, i.e., on meeting the needs of their customers, rather than on meeting the internal needs of the organization;
3. The quality of the offered goods is an important factor, but no less important is the quality of service in the provision of relevant services;
4. Any changes in the quality of the goods, the quality of service or the price will directly affect the perception of the value of the goods or services by the buyer;
5. The true value of a good or service is determined by how much the buyer is willing to pay for it. The problem often lies in the fact that international enterprises set prices for the goods and services offered on the basis of costs [5]. This approach is not entirely correct. Costs and prices are related, but the price in international business should be buyer-oriented;
6. Buyers make an informed decision on the purchase of goods or services based on the assessment of its value;

7. Different segments of buyers evaluate the same goods and services differently, and, as a result, are willing to pay different money for them;

8. The price of a good or service should be perceived by an international company not as just a number, but as a "message" from the seller to the buyer;

9. Strategic pricing should be based on the analysis of accumulated data - in order for the set prices to coincide with the buyers' assessment of the value of the goods or services and, accordingly, with their desire to pay for these goods and services.

As a result of studying the evolution of marketing tools aimed at improving the efficiency of international entrepreneurship, the author proposes a methodological platform "revenue management". Revenue management creates a theoretical basis for the formation of new mechanisms of marketing tools: pricing; application of innovative technologies (in particular RFID); formation of marketing concepts (in particular, "public consumption"); development of ways and methods of e-commerce and promotion.

It seems expedient to approach the organization of the sales policy of international enterprises, whether it is a hotel complex, an air carrier or any other service enterprise, precisely from the standpoint of quantity forecasting. Pricing "comes into play" only after the revenue management system has calculated with a sufficiently high degree of accuracy the number of seats on a particular flight on a particular route and at a particular time or the number of rooms that will be in demand at a particular time in the hotel by the relevant categories of consumers. For example, the largest Western air carriers use the technology of "demand-based dispatching", when, depending on the projected demand for a particular flight, an airliner for the right number of seats can be provided in real time [1, 7, 11, 13].

The structure of demand for a tourist enterprise can be represented in the form of three main components.

The "Product" component includes the full product line offered by the tourist enterprise; component "Client" involves the allocation of categories of consumers - consumers of tourist products; component Time is particularly critical, as tourism products have a much more limited life cycle than other goods or services.

The challenge for the tourism sector enterprise is to ensure synergy between all three components, as the level of correlation between them is extremely high. The architecture of an effective revenue management system for a tourist enterprise should include four levels [4, 8].

For example, for a hotel complex, it is advisable to collect a maximum of data related to guests: the length of stay, the services they used, complete information on their expenses, field of activity, income, marital status, contact information, etc. The more complete the information at the input of the system, the more accurately it will be possible to evaluate it and get the most accurate result at the output.

The second and third levels are, in fact, a software-implemented mathematical algorithm, the main task of which is to create an optimal model of demand for a particular product or service. The functioning of the optimization mechanism can be ensured by the introduction of a set of certain weighting coefficients that will introduce certain restrictions, so that, for example, discount systems can be effectively

introduced, etc. Such an algorithm can be, in particular, the algorithm working on the method of least squares (MNL), described in detail by the author [1, 14]. The MNL algorithm produces thousands of iterations in a fraction of milliseconds, being under the control of optimally selected weighting coefficients. A properly compiled algorithm with a full set of input data can predict with an accuracy of up to a fraction of a percent what the level of demand for a product or service will be on a particular date, what will be the number of failures on air or hotel reservations, what will be the percentage of no-show of the same passengers or guests, etc. The closure of the feedback loop ensures the convergence of the algorithm and obtaining the optimal solution at the output of the system, which will enable the tourist enterprise to adjust the pricing policy in a timely manner and, consequently, increase profitability.

The fourth level – output data control – is responsible for the distribution of goods or services between the relevant marketing segments – consumers.

Thus, it seems obvious that in today's harsh conditions of doing business in the current world market of tourist services, only the integrated introduction of rhubarb management technology can provide an international tourism enterprise with significant advantages over competitors and the possibility of its further development. With the correct use of this technology, which includes the operations of collecting relevant data, their analysis, optimization and control, it is possible to achieve an optimal ratio between the demand for tourism services and supply, which ultimately ensures an increase in profits, and hence the viability of the tourism enterprise. Despite the fact that the tourist market in Ukraine, unlike the Western market, in which the hospitality industry is at a "mature" stage of development, is still young, it carries a huge development potential. Investing in the development of the rhubarb management system will certainly give ukrainian tourism enterprises a chance to maintain their competitiveness not only in the Ukrainian one. market, but also in the near future to become "blue chips" (companies with the largest capitalization) in the market of the world tourist market.

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*Kobieliyeva A. V., graduate student,
National Technical University "KhPI",
Kharkov, Ukraine*

KEYFACTORS IN THE EFFECTIVENESS OF THE COMMERCIALIZATION OF INTELLECTUAL PROPERTY

Under the effectiveness of the commercialization process, we will understand the construction of such a scheme for the commercial sale of intellectual property, which would ensure the maximum return on each ruble of invested funds, taking into account the limited resources, risk and features of the internal and external environment of the company [1-14]. Among the key factors on which the process of commercialization of intellectual property depends are the following:

1. The level of novelty and uniqueness of intellectual property. During the implementation of the innovation cycle, it is necessary to control these indicators, which is achieved by analyzing the developments of competitors. If the intellectual