

СУЧАСНИЙ МЕНЕДЖМЕНТ: ТЕНДЕНЦІЇ, ПРОБЛЕМИ ТА ПЕРСПЕКТИВИ РОЗВИТКУ

Dr. of Econ. Sciences Dzhusov O. A., Didenko M. V.

Oles Honchar Dnipro National University (Ukraine)

MANAGEMENT ISSUES IN THE IMPLEMENTATION OF INTERNATIONAL DEFENSE PROGRAMS: EUROPEAN EXPERIENCE

Introduction. Today, large international defense programs are an important tool for ensuring national security goals. The cooperative nature of such programs makes it possible to engage the most successful and technologically advanced international companies, accumulate significant financial resources for technically complex and expensive R&D, and share commercial risks. However, the management of such programs is complex and is often accompanied by a number of different issues that can have a significant impact on their final results. One of the successful examples of such international cooperation is the Eurofighter program, which united 4 leading European states to create a modern combat fighter.

Summary of the research. Eurofighter program's management system faced a number of challenges, which ultimately led to significant growth of the entire program cost, which reached 19.48 billion euros. In comparison, the costs of its direct competitors – mono-nationally developed Rafale and Gripen – totaled 8.61 and 1.84 billion euros, respectively [1, p. 61].

The study found a number of the factors that contributed to this increase in costs, as well as implementation timelines.

Firstly, the problem of lack of an effective mechanism for coordinating the interests of the parties and resolving disputes between the participants had a significant impact on the program implementation. In practice, it led to the collapse of 4 previous European Eurofighter predecessor programs and delayed the development of the European fighter for 7-9 years.

Second, Eurofighter's strategic management system had several gaps. First of all, the focus of the program was on solving a certain applied task – providing the air forces of the participating countries with the necessary combat fighter with the required characteristics. As a result, insufficient attention was paid to the export component of the program, including such critical modern requirements as the possibility of industrial participation of the customer, localization of services and technology transfer. This led to a decrease in export potential and the loss of a number of major international tenders, including India's MMRCA: “tender of the century” for 126 fighters and the UAE's tender for 80 fighters.

Third, the system of work distribution based on the participation shares of the parties had a significant impact on the progress of the program. In general, this system proved to be quite effective in stimulating participants to invest in the program, since the allocated funds are spent within quotas inside the national economy of the participating country. However, the lack of flexibility in this system and the absence of a compensation and incentive mechanism has led to a number of cases where the selection of subcontractors under the program was not based on the competitive advantages of a company, but on the imperative of meeting the allocated quotas. This has resulted in unjustified fragmentation of work packages, as well as subcontracting to companies with lower technical competencies, leading to cost increases of 33-100% of the potential value of the joint program [2, p. 5].

Also, political risks were not sufficiently taken into account in program management, as reflected in precedents such as Germany blocking the delivery of 48 Eurofighter fighter jets in response to the death of Saudi journalist Jamal Khashoggi in 2018, which had a negative impact on the program's market image. Moreover, certain difficulties were also encountered in the financial management system. The cost of operating the aircraft, including capital repair and obsolescence costs, was significantly underestimated during the program evaluation. Because of this, the cost of the product increased and respectively the number of aircraft procured decreased significantly [3, p. 7]. In addition, during the genesis of the program, the concept of using the aircraft as an interceptor was chosen, while the international market was clearly shaping a trend towards multifunctionality. This led to the need for a Eurofighter modernization program, which proved to be insufficiently coordinated due to, among other things, the different requirements of the participants regarding the weapons to be installed. Bureaucratic imperfections in the modernization program and

differences in the interests of the parties resulted in some modernization decisions taking about 7 years to be approved [3, p. 8], [4, p. 14].

Also, significant difficulties were encountered in the maintenance of the aircraft, the system of which was collective in nature but did not take into account differences in the degree to which the aircraft was operated, resulting in a significant shortfall in flight hours for some program participants [3, p. 18].

Conclusions. In general, the Eurofighter program management system is a successful example of the European approach to the implementation of joint defense programs. It has such important elements as a well-developed mechanism for the distribution of the parties' participation and a multilevel integrated architecture. However, this management system has a certain potential for optimization. Such study is especially vital now, when have been initiated activities to develop the successor of Eurofighter – the Tempest fighter.

References:

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Professor, PhD. Farrell Wendy, Professor Dr. Bogodistov Yevgen

Management Center Innsbruck (MCI: The Entrepreneurial School) Austria

DISCRETE CHOICE METHODOLOGY: A NEW PERSPECTIVE ON COMMUNICATION MEDIUM SELECTION

Introduction. From team collaboration to customer service, communication is essential in business. However, many interlocutors do not consider that communication is dependent on not only the sender and receiver but also the medium that transmits the message [1, 2]. This is especially true with the rapid development