КРЪГЛА МАСА С МЕЖДУНАРОДНО УЧАСТИЕ

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Сборник с доклади

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SUBSTANTIATION OF PROSPECTS FOR TRADE DEVELOPMENT IN THE POST-PANDEMIC PERIOD

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Abstract: *The purpose of the article is to identify and assess risk situations in commercial enterprises and justify the prospects for their further development. The advantages of using the Savage criterion at a commercial enterprise when making one-time decisions, in case of force majeure, are proved. The need for modernization of shopping centers is justified, which is associated with the further development of enterprises in the post-pandemic period.*

Keywords: *trade enterprise, economic risk assessment, Savage criterion, modernization of trade enterprise.*

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The pandemic caused by the global spread of COVID-19 has led to a significant overhaul of the organization activities, features of functioning and probable development of trade in domestic and foreign markets. The closed nature of society, the difficulty of conducting trade operations, reducing the customer base, complicating economic relations between trade enterprises, their counterparties and consumers - all this has led to the search for new approaches to trade, finding effective methods to boost sales and modernization.

Quarantine restrictions have significantly affected small and medium-sized outlets, leaving the possibility of selling different goods for large shopping centers, where in addition to the main function can be provided a variety of services that are in demand from consumers.

The research methodology is based on the provisions of the theory of risk management and the application of methods for assessing economic risks, which in the scientific and educational literature are called „criteria“. Various criteria were named according to the names of the authors who proposed them: Wald, Savage, Hurwitz, Hodja-Lemon, and others. The assessment of economic risks is extremely relevant today, due to the likely continuation of quarantine measures related to the global pandemic.

The assessment of economic risks by the Savage criterion is carried out in situations where it is necessary to exclude the possibility of high risk under any circumstances. The use of this criterion is appropriate if there is a high risk of loss and it is necessary to ensure their minimization. The criterion is also called „minimax“, because of all the possible options, the worst-case scenarios are selected first, with maximum losses, and from them - the selection of the scenario with the lowest (minimum) losses. In other words, the use of Savage's criterion can be described as follows: „This criterion should be used in cases where the environment may have unpredictable factors, the influence of which creates

conditions that are better than expected for the decision maker. For example, the price of a primary commodity or raw material has fallen, competition in the market has decreased compared to forecast expectations, and so on" (Baldzhy M.D., 2015). That is, when using this criterion, we assume that certain environmental factors may be better or have less impact, than expected. An important condition for the use of the criterion is the implementation of the decision made with it, only once. The disadvantage is the ability to take into account only one option of the economic environment for each decision (strategy).

The use of Savage's criterion in a trading company can be aimed at minimizing regret for lost profits or finding the option with the maximum profit with minimal, reasonable risk. We consider it most appropriate to use this criterion when making decisions not in everyday situations, but in some unexpected event, when there are several strategies and options for the external environment.

The article by V. V. Krasnoshapka, V. O. Kruzhylko „Improvement of the mechanism of making optimal business decisions in terms of risk based on the criterion approach" (2019) analyzes and provides information on the use of business decision criteria in the most common situations for different enterprises (Table 1).

Table 1. The feasibility of using the criteria for making business decisions in standard situations

Situations	Criteria			
	Wald	Savage	Hurwitz	Hodja-Lemon
Company strategic decisions (entering new markets, reorientation to the production of completely new products, creating a strategic alliance, changing marketing policy, etc.).	A	D	C	B
Issues related to the preservation of human life and health (both inside and outside the company)	A	D	D	C
Investing available funds	C	A	B	B
Diversification of production	D	C	B	A
Changes in the organizational structure	C	B	C	B
Purchase new production equipment or software	C	C	A	B
Personnel decisions	D	B	A	B

Note: A - „most appropriate"; B - „recommended"; C - „permissible"; D - „not appropriate".

Source: based on materials from Krasnoshapka, V. V., Kruzhylko, V. O. (2019)

Let us dwell more specifically on each of the selected criteria:

I. Wald's criterion (criterion of extreme pessimism) orients the person who makes decisions on too careful line of behavior, so they are used in cases where it is necessary to ensure success under any possible conditions. The application of this criterion may be justified in cases where:

- nothing is known about the possibility of external states of the system;
- it is necessary to take into account the emergence of different external states of the system;
- the decision is implemented only once;
- it is necessary to exclude any risk that may arise in the implementation of the decision.

II. Savage's minimum risk criterion.

There are situations in which uncontrolled factors act in a more pleasant way compared to the best position on which the decision-maker was oriented. For example, weather conditions turned out to be better than forecast; competition in the market has decreased compared to forecast expectations. Under these conditions, it is necessary to determine the possible deviations of the obtained results from their optimal values. In this case, Savage's criterion is used. This criterion is similar to Wald's previous criterion, but the decision maker does not use the gain matrix A, but the risk matrix R.

III. Hurwitz's pessimism-optimism criterion recommends using a certain average result in the decision-making process, which characterizes the state between extreme pessimism and extreme optimism. In the case where the game is given by a matrix of winnings according to the Hurwitz criterion, preference is given to the solution, which is determined by the maximum among the linear combinations of minimum and maximum winnings. The criterion contains an indicator of optimism, which is intermediate between risk and caution and is selected from subjective (intuitive) considerations depending on the specific conditions and risk appetite of the decision maker. In the case where the situation is given by a matrix of losses according to the Hurwitz criterion, preference is given to the solution, which is determined by the minimum among the linear combinations of minimum and maximum wins.

IV. The Hodge-Lehmann criterion is based on both the Wald and Bayes-Laplace criteria and is used in situations where the ATS has some mistrust regarding the distribution of the probabilities of occurrence of certain events in the external environment. The Bayesian criterion is also called the criterion of maximum average gain or maximization of average expected income. The Laplace test is used when it can be assumed that any of the variants of the environment is not more likely than the other. It is assumed that all states of the environment (all variants of the real situation) are equally likely. The Hodge-Lehmann criterion is characterized by a confidence factor (d). In the case when d = 1, this criterion actually turns into a Bayesian-Laplace criterion, and if d = 0, then into a Wald criterion. Therefore, this criterion involves the use of a

confidence factor d, which is essentially a quantitative measure of the optimism of the decision-maker regarding the likelihood of a particular state of the environment.

Elaboration of theoretical materials allows us to conclude and confirm our opinion that Savage's criterion should not be used in decision-making in daily processes, strategic decisions and far-reaching plans of the enterprise, but is acceptable when making decisions about human health and comfort, when buying new equipment, in the diversification of markets, in the introduction of new product groups, the last two points are important for commercial enterprises. Therefore, it is best to choose this criterion for trade.

Consider the situation typical of a commercial enterprise. For example, after receiving a large order of goods in the mall, the product was found with errors on the packaging. There is a need to sell this type of product. You need to make a quick decision whether or not to correct the error, and if so, how. That is, the situation is not ordinary, it is force majeure. You need to quickly evaluate all strategies and choose the one where the risk will be lowest. It is appropriate to assess which solution is the most appropriate by Savage's criterion. Volume of goods: 5 thousand packages. There are three possible solutions that can take place in a real situation:

1) sell with errors on the package;

2) return all goods to the manufacturer;

3) make a sticker on the package and sell.

In reality, there are three possible scenarios - optimistic (sold all the goods); realistic (sold 70% in the first and third strategies, sold 30% - in the second strategy); pessimistic (sold 800 packages in the first and third strategies, sold 240 packages in the second strategy).

To simplify the calculations, we will construct a proft matrix (Table 2).

Table 2. Profit matrix, thousand UAH

№	Decision options/ strategy	Optimistic (sell everything)	Realistic (sell 70%, 1 out of 3)	Pessimistic (sell 800 packages, in 1 and 3)
1	Sell with errors on the package	300	210	48
2	Return all goods to the manufacturer	600	180	28,8
3	Make a sticker on the package and sell	490	343	78, 4
max		600	343	78.4

Source: calculated by the authors

The algorithm for using Savage's criterion is as follows (Baldzhy M. D., 2015):

1. A strategy matrix is built. The columns correspond to the possible consequences, and the rows correspond to the chosen strategies. The expected result at this end and at the given chosen strategy is written down to cells;

2. A loss matrix is built. In the cells of the matrix, the magnitude of loss is the difference between the maximum result at this end (the maximum number in this column) and the result for the selected strategy. The result shows the value that is lost when making the wrong decision;

3. The minimax solution corresponds to a strategy in which the maximum value of loss is minimal. To do this, for each strategy (in each line) look for the maximum amount of loss. And choose the solution (line), the maximum loss of which is minimal.

According to Savage's criterion, the solution with the maximum value of risk will be the best. For the payoff matrix, the formalized maxim expression looks like this:

$$H_S = \max_i \min_j P_{ij},$$
$$H_S = \max_i \alpha_{ij},$$
$$P_{ij} = \max \alpha_{ij} - \alpha ij. \quad (1)$$

For the loss matrix, the formalized minimax expression looks like this:

$$H_w = \max_i \min_j R_{ij},$$
$$H_w = \min_i \beta_i, \quad (2)$$
$$R_{ij} = \alpha_{ij} - \beta_i$$

That is, considering the i-th strategy, we allow a situation of maximum risk, in which case we choose a strategy with the lowest risk (Table 3).

Table 3. The loss matrix, thousand UAH

№	Decision options, strategy	Optimistic (sell everything)	Realistic (sell 70%, 1out of 3)	Pessimistic (sell 800 pieces in 1 and 3)	max
1	Sell with errors on the package	300	133	30,4	300
2	Return all goods to the manufacturer	0	163	49,6	163
3	Make a sticker on the package and sell	110	0	0	110

Source: calculated by the authors

Analytical results show the following solution:

$$H_S = \{300; 163; 110\} = 110.$$

So, the most expedient strategy is to make a sticker on the package and sell it, because this way the company will incur the least losses and, accordingly, will get the most profit.

So, after analyzing the probable situation, we came to the conclusion that the use of Savage's criterion in a trading company is appropriate when making a decision once, and when making decisions in difficult situations. That is, the use of this criterion for assessing risky situations is possible, assuming that the company chooses very careful tactics of behavior and aims to minimize risks. When formulating long-term strategic objectives, it is appropriate to use other functions and approaches.

According to the study, the successful development of the shopping center largely depends on the concept, the ability to deal with force majeure and have a logically constructed strategy. The problem of functioning of shopping centers is associated with incomplete use of large premises, difficulties in selling goods, availability of qualified personnel, significant energy and heat costs and a high level of competition from small outlets. All this requires diligent research at the stage of designing a shopping center and developing long-term plans for its development, taking into account the environmental conditions, identifying probable internal causes of negative manifestations in management and operations.

The consequences of the pandemic necessitated the introduction of new approaches and timely identification of probable factors that may occur in non-standard situations, so large commercial enterprises are implementing the principles of modernization, which allows to identify their prospects for development.

Modernization of shopping centers includes radical changes and updates in the technical-technological, organizational-managerial, investment-innovation scales and, most importantly, in the features of improving service delivery. The advantages of modernization are the features of its use as an integrated process, which should include a set of individual transformation processes and is the basis for sustainable and innovative movement and long-term development of enterprises. If such integration does not exist, it cannot be a question of modernization, because the separate implementation of improvements at a certain level does not give a general picture of improving the existing state of the enterprise.

In the post-pandemic period, the experience of foreign countries is important for the development and stability of shopping centers. So, in Europe the excellent model which means creation of perfect competition at which there are only strong players in the market is formed and works. In the future, they set

uniform rules and trends in service, using only advanced technologies, addressing important issues in customer service (use of secondary raw materials, environmental products, provision of services).

We consider it appropriate to attract large international brands, otherwise the centers risk being empty for a long time, because in Ukraine there is no necessary number of tenants and the market is overflowing with poor quality goods that do not attract the attention of consumers. Medium-sized shopping malls located in new neighborhoods with their own concept will look more profitable.

Thus, there is a need for change at different levels:

- organizational and managerial (review of the scale of change, identification of weaknesses, review of existing domestic policy, the formation of thematic areas, the introduction of comprehensive updates);
- technical and technological (introduction of new equipment, involvement of consumers in specific processes of providing services, the presence of modern technical and technological components, the latest technologies in advertising, storage and sale of goods);
- economic (attracting innovative business ideas, marketing steps, acquiring a franchise, finding interested investors and tenants, settling the price segment);
- scientific and technical (introduction of the latest scientific developments of domestic and foreign manufacturers, close cooperation with domestic scientists, involvement of technological engineering).

Thus, the need for modernization in the country's shopping centers is not in doubt, which is associated with increased competitiveness in the domestic market, and this step may be significant for the development of enterprises in the post-pandemic period.

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