

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.

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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

of Information and Communication Technology (ICT). While ICT is convenient and increasingly popular in the workplace, it may not always be as successful as face-to-face communication. Understanding how effective ICT is, particularly for virtual collaboration, is important. However, geographical dispersion and a lack of social presence can have an impact on the success of such virtual collaborations [3]. Especially, considering that a large portion of meaning derived from communication is through non-verbal communication, many ICT medium are at a loss. For example, face-to-face interlocutors, might interpret the messaging based not only on the words stated, but also from the tone, tempo, mimicry, gestures, and other nonverbal indicators. It is clear that such tools cannot convey as much context as face-to-face conversation. Even video conferencing, the next closest thing to face-to-face, has been found to be less effective [4].

A number of theories have been proposed to suggest how individuals do, or at least should, navigate the differences in communication media types. One of the earlier such theories is the Media Richness Theory (MRT). The MRT suggests that communication medium selection is influenced by the medium's capacity to handle equivocality [5]. According to Daft et al., the amount of equivocality or ambiguity inherent in what needs to be communicated impacts which communication medium is the most appropriate. Situations that are less equivocal can be more suitably communicated with a low-rich medium. “Media of low richness process fewer cues, restrict feedback, and are less appropriate for resolving equivocal issues. However, an important point is that media of low richness are effective for processing well-understood messages and standard data” [6, p. 560]. Similarly, situations that are more equivocal require richer medium. For example, firing someone via a Post-it would be inconceivable. Even firing via e-mail has been poorly received [7]. Such lean media lacks the richness to address the equivocality inherent in such a situation.

A theory that emerged a little over decade later is the Media Synchronicity Theory (MST). MST emphasizes the importance of “synchronicity, a shared pattern of coordinated behavior among individuals as they work together” [8, p. 575]. Rather than equivocality and information richness, the MST considers the process needs of the communication with regards to conveyance of information or convergence on meaning. The scholars suggest that media that facilitate synchronicity is best

for communication processes associated with convergence, understanding and agreeing.

Media Naturalness Theory (MNT), by contrast, suggests that human brains have developed to support face-to-face interactions [9]. According to Karl et al., communication methods that closely mimic in-person interactions are considered more natural and require less cognitive effort. They further explain that MNT identifies five key attributes that contribute to the naturalness of media: “(1) co-location, or the participants are located in a common physical space, (2) synchronicity which allows for immediate and spontaneous exchanges of communicative stimuli, (3) the ability to observe and convey facial expressions, (4) the ability to observe and convey body language, and (5) the ability to convey and listen to speech” [9, p. 347].

But to unify these theories, it is important to understand what problem interlocutors are trying to solve. According to MRT, the problem an interlocutor is trying to solve revolves around equivocality. Thus, to appropriate medium is dependent on the communication needs, which are derived from the inherent level of equivocality, which would be addressed based a medium’s richness. With MST the problem an interlocutor is trying to solve if they want to share information or ensure understanding and agreement. Finally, considering MNT, the problem is cognitive strain and inefficiency in communication which can be remedied through the selection of media as close to the “natural” face-to-face communication.

Accordingly, this study seeks to understand what problems interlocutors are trying to solve when selecting a communication technology in a given situation.

Methodology. Discrete Choice Experiments (DCEs) are based on microeconomic principles, specifically the characteristics theory of demand and random utility theory, and are intended to assess how people value something based on its features [10]. According to Clark et al., DCEs introduce participants to scenarios and ask them to indicate their preferences, thus assuming that people make decisions to maximize their utility based on the attribute levels presented in the scenarios.

Accordingly, DCE can be used to present participants with scenarios where they must choose between different communication options, each characterized by a unique set of attributes. By examining the choices made and attributing them to the levels of different attributes within the communication mediums, this study can infer how

changes in these attributes impact the utility or preference of the average individual. This will allow for a nuanced understanding of what features drive the selection of communication mediums.

The ability to incorporate various factors influencing choice (e.g., individual preferences, situational variables) allows researchers to look at what aspects of each of the proposed theories matter most for user in different situations. It can happen that under certain conditions the mentioned theories meet their boundary conditions and stop working. DCE, as a methodology, is a perfect match to investigate intricacies of different theories and their applicability in the ICT domain.

Expected Contributions and Implications. It is expected that this research will offer insights into the drivers of communication medium selection. It is believed that discrete choice methodology will offer a new lens through which to view the problems interlocutors are trying to solve when selecting communication media. Understanding these problems can help refine theories and even propose a unified theory of communication as well as potentially offer insight into why communication selection does not always align with preferences and perceptions about what the most appropriate medium is, which has been shown to be detrimental to performance outcomes [11]. Thus, by understanding the drivers in selection better guidance can be offered to help avoid inappropriate media selection.

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**СУЧАСНИЙ МАРКЕТИНГ-МЕНЕДЖМЕНТ:
ТЕНДЕНЦІЇ, ПРОБЛЕМИ ТА ПЕРСПЕКТИВИ РОЗВИТКУ**

«Маркетинг-менеджмент – процес прийняття управлінських рішень в організаціях з метою задоволення потреб клієнтів у запропонованому товарі. Маркетинг-менеджмент є аналіз та планування, реалізацію та контроль за проведенням різних заходів, які спрямовані на встановлення, підтримання та постійне вдосконалення обміну зі споживачами задля досягнення конкретних цілей компанії» [1].

Сучасний маркетинг-менеджмент – це не просто набір статичних правил, а динамічний світ, що постійно еволюціонує. Зростання конкуренції, нові технології та мінлива поведінка споживачів кидають виклик маркетологам, змушуючи їх адаптувати свої стратегії [4-6]. Крім цього присутня і зростання конкуренції. Глобалізація ринку та поява нових гравців роблять конкурентне середовище все більш жорстким. Бар'єри для виходу на ринок зникають, а продукти та послуги стають все більш схожими. Це змушує маркетологів шукати нові способи диференціації своїх брендів та позиціонування на ринку. Сьогоднішні споживачі стали більш вибагливими та економними. Вони мають доступ до безмежного потоку інформації та обирають з безлічі альтернатив. Також змінюються відповідні канали та способи пошуку інформації, що змушує багатьох маркетологів переглядати свої оперативні комунікаційні стратегії.

Штучний інтелект, машинне навчання, віртуальна та доповнена реальність – це лише деякі з нових технологій, які трансформують маркетинг. Їх впровадження