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FEATURES OF USING THE DELFI METHOD IN MANAGERIAL DECISION-MAKING

Methods of expert estimations have been widely used in forecasting and prospective planning, where there is no reliable statistical data on the investigated issue, where there are several variants of decisions and the choice of the best of them is necessary. Also, these methods are used in the development of new programs in the industries that are prone to the strong influence of new discoveries in fundamental sciences.

The Delphi method is a multi-stage method that involves the initial isolated experts' judgments and their subsequent multiple adjustments on the basis of familiarization of each expert with the judgments of other experts, until the value of the spread of estimates will not be within the predetermined desired interval of variation of estimates [1].

The estimates obtained using these techniques are static and one-off, resulting in the need to reapply to experts when preparing the market share forecast for subsequent periods. In addition, the method of internal and external expert forecasting is characterized by a certain degree of subjectivity.

Reliability of the Delphi method is considered high when forecasting for a period of 1 to 3 years, and for a more distant period of time. Depending on the purpose of the forecast, 10 to 150 experts may be involved in obtaining expert estimates [2].

A qualitative approach allows assessing the specifics of each particular situation. In some cases, the study of various specific elements that determine the situation may be more important than conducting a systematic quantitative assessment. The great disadvantage of this method is the excessive subjectivity of estimates.

When analyzing and forecasting the economic situation, a number of difficulties arise:

– the impossibility of accurate predicting the consequences of the decisions taken;

– the inability to experimentally verify the predicted course and outcomes of the decision;

– the presence of factors that cannot be controlled by a decision maker;

– the availability of several possible solutions and the need to select one of them;

– the incompleteness of the source information, on the basis of which it is necessary to formulate a problem and make decisions.

The prerequisites for the use of expert examination are as follows:

– the insufficiency and unreliability of information on certain conditions in which the creation and development of products is carried out;

– stochastic (probabilistic) character of an information object;

– the complexity and novelty of tasks.

The expert examination is carried out in several stages:

1. Defining the goals and objectives of the expert examination.
2. Selection of the procedure for conducting the expert examination.
3. Selection and formation of a group of experts.
4. Organization of the procedure of expert examination itself.
5. Processing information.
6. Decision-making based on the results of examination.

At first, the problem is set up – the background is determined, arguments are discussed in favor of its solution, discussions are held with all stakeholders. The main thing here is to identify

the imaginary problems. Therefore, when setting up a problem, openness and discussion are required.

After the problem is substantiated, the limits of its existence are determined, that is a set of internal and external factors influencing the problem. For this purpose a central question is outlined and split into subquestions. At the same time, it is attempted to limit the field only to those questions, without which it is impossible to get the answer to the central question. Then the goals and objectives of the implementation of the selected problem are formulated. Thus, the main events, factors, central and secondary questions are selected.

It should be taken into account that with the increase in detalization, the accuracy of the examination increases, but the consistency of expert opinions decreases.

The Delphi methods are characterized by the following features [4]:

– anonymity of expert opinions;

– regulated processing and communication carried out by the analytical team in a series of the survey rounds, and the results of each round are reported to the experts;

– a group response is formed using statistical methods and reflects the general opinion of the participants of the expert examination.

Thus, the Delphi method is the most formal of all methods of expert forecasting. It is most often used in technological forecasting. The data of the Delphi method are used in planning production and sales. This is a group method in which a group of experts is individually questioned about their assumptions about upcoming events in different areas where new discoveries or improvements are expected.

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ІННОВАЦІЙНІ СКЛАДОВІ РОЗВИТКУ ПІДПРИЄМСТВ АГРАРНОГО СЕКТОРУ ЕКОНОМІКИ

Аграрний сектор економіки наслідують постійні системні трансформації інституційного характеру, адже знаходяться в постійній еволюції. Забезпечення підприємницької діяльності з врахуванням інновацій відбувається на основі створення відповідних організаційно-економічних вимог. Сучасні умови економічного розвитку вимагають від підприємств не тільки активізації інноваційної діяльності, але й удосконалення методів її організації, правильний вибір стратегії й пріоритетів розвитку інноваційної сфери, зокрема, за рахунок виявлення та використання ресурсів, спрямованих на підвищення ефективності її проведення. Це можна зробити за допомогою економічного аналізу інноваційної діяльності, що дасть можливість керівникам підприємств виявити як сильні, так і слабкі сторони цієї