



Executive DBA, Université Paris-Dauphine

Research on Revenue Management Modes of Construction Entities in Engineering Projects

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Abstract

As the basic project supporting national economy and social development, construction projects involve a great many of types and stakeholders. Among the numerous stakeholders, construction entities occupy an important place in the construction projects and have a strong bearing on the success of construction projects. Construction entities need to conduct revenue management respectively targeted at varied construction projects in a bid to maximize their revenues from construction projects. Construction projects are divided into competitive projects, basic projects and public welfare projects on the basis of the basic characteristics of projects, i.e. economic benefit, social benefit and market demand, etc. From the view of construction entities, the research presents revenue management models for construction entities that are engaged in competitive, basic and public welfare projects, which will theoretically instruct construction entities in revenue management. The followings are the main contents and innovations of the research.

(1) This paper initially judges the influencing factors on the revenues of construction entities in light of the existing references, and assumes the factors of competitive, basic and public welfare projects that will have an effect on the revenues of construction entities. The results of the questionnaire were collected, selected and sorted out according to the design questionnaire of the assumption. Exploratory and empirical analyses on such factors were conducted respectively by SPSS and AMOS in order to inquire into the common and characteristic factors of varied construction projects, as well as the concrete effect on the revenues of all kinds of project construction entities. This paper works out the factors that have the greatest effect on the revenues of construction entities engaged in different projects thus laying a foundation for the follow-up research on the revenue management of construction entities.

(2) On the basis of analysis on the influencing factors on the revenues of construction entities engaged in such projects, the paper builds revenue analysis models respectively for construction entities engaged in competitive projects, basic projects and public welfare projects with the dynamic game theory and method, and on this basis, proposes through analysis a revenue management model respectively for competitive, basic and public welfare projects.

(3) On the basis of clarifying the influencing factors on the revenues and building revenue management models for various construction entities engaged in construction projects, field survey was conducted to collect typical cases of various projects. The following cases was regarded as research samples, i.e. the auxiliary residence construction project in ZTE

industrial base (a competitive project), JSJSG-9 section of the engineering equipment before station at the Beijing-Hebei section of Beijing-Shenyang railway passenger dedicated line (a basic project), the renovation and extension project of the medical technician complex building of Haidian Hospital (a public welfare project). Analysis was conducted with multi-case study method in combination with the established revenue management models for construction enterprises engaged in construction projects. Field survey was carried out to ascertain the management measures that the project construction entities adopted in reality. Analysis was done on how construction entities conducted revenue management in different aspects in varied projects and gained maximum return consequently.

Keywords: project construction, revenue management, influencing factor on the revenues, cast study

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