інноваційної активності і починають визначати умови міжнародного співробіт-ництва, пов'язаного з розвитком того чи іншого інноваційного рішення. Цим і визначається великий інтерес до створення та просування нових товарів і пос-луг не тільки з боку комерційних організацій, а й з боку різних політичних структур і органів державної влади.

Висновок. У загальному і цілому можна зробити висновок, що лідируючі ринки розглядаються як локомотиви глобального інноваційного розвитку, що визначають як технічні, так і економічні переваги різних інноваційних рішень, а також компаній і країн, які просувають ці інноваційні рішення.

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MODERN CONCEPTS OF WORK ORGANIZATION IN VIRTUAL ENTERPRISES AS A DIRECTION OF DEVELOPMENT OF OPERATIONAL STRATEGY

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Summary. Factors affecting the profit of the port activity enterprises are investigated, the analysis of formation The purpose of this research is to generalize theoretical and methodological aspects of the organization of work and the development of practical recommendations for remote work in the enterprise.

The analysis business of processes which result drew a conclusion on irrelevance of restriction of performance of work in time and space (especially intellectual) when there are available technological capabilities allowing to perform work irrespective of the location of workers is made. Expediency of granting to workers of opportunity to work in the remote mode is proved.

On the basis of results of the theoretical and analytical analysis practical recommendations are offered and the transition process providing taking measures for transition from usual model of the organization of work on remote on purpose is described: decrease in risks, labor productivity increase, expansion of a flow of the potential candidates without binding to a certain territory, adjustment of the uniform transparent and convenient information space adapted for possible changes (including, changes of structure of workers) who are inevitable throughout all activity of the enterprise

Keywords: labor, labor organization, remote work, business process , virtual companies.

СУЧАСНІ КОНЦЕПЦІЇ ОРГАНІЗАЦІЇ ПРАЦІ НА ВІРТУАЛЬНИХ ПІДПРИЄМСТВАХ ЯК НАПРЯМОК РОЗВИТКУ ОПЕРАЦІЙНОЇ СТРАТЕГІЇ

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Анотація. Метою дослідження є узагальнення теоретико-методологічних аспектів організації праці та розробка практичних рекомендацій з організації дистанційної трудової діяльності на підприємстві.

Аналіз бізнес процесів, за результатом яких зроблено висновок щодо недоречності обмеження виконання праці у часі та просторі (особливо інтелектуальної), коли існують доступні технологічні можливості, що дозволяють виконувати працю незалежно від місця розташування працівників. Обґрунтовано доцільність надання працівникам можливості працювати у дистанційному режимі.

На основі результатів дослідження запропоновані практичні рекомендації та описано процес переходу, що передбачає вживання заходів для переходу зі звичайної моделі організації праці на дистанційну з метою: зниження ризиків, підвищення продуктивності праці, розширення потоку потенційних кандидатів без прив'язки до певної території, налагодження єдиного прозорого та зручного інформаційного простору, пристосованого до можливих змін (в тому числі, змін складу працівників), що являються неминучими протягом усієї життєдіяльності підприємства.

Ключові слова: *праця, організація праці, дистанційна праця, бізнес процес , віртуальні компанії.*

Problems and relevance. The organization of work in corporations and administrative organizations has been going through changes in the last few decades in the technological, cultural, political, and economic environments. There has been a decrease in standardized work processes with a high level of division of labor and little freedom for individuals to make decisions. The post-industrial service and knowledge society is increasingly establishing a different manner of working.

The nature of work has changed fundamentally and it continues to evolve rapidly. Geographic distance and borders are increasingly irrelevant and transparent. The workplace is no longer the office. The HR has become much more dispersed, flexible, and mobile – working on any device and in any location. Information technology has been a major driver of this trend. Workers are demanding a more flexible balance between personal and professional life. So, organisations that are not embracing a new way of working and communicating risk not just impacting productivity but the ability to recruit and retain the next generation of employees.

An analysis of modern research. In the research scientific achievements of the leading world scientists were used, namely Luis M. Camarinha–Matos, M. Warner, R. Grenier, G. Metes, W. Davidow, M. Malone, and Ukrainian – G. Goldstein.

There are a variety of terms to describe the process of working from a location other than the traditional office. Common terms are telecommuting, home, remote, mobile, virtual, or cloud working. The frequency with which remote work is being done may also affect the "definition" of the activity. define it as work completed in an environment other than the employer workplace [4].

Various definitions are presented (Table 1):

Unresolved components of a common issue. The issue of research is to generalize theoretical and methodological aspects of the organization of work and the development of practical recommendations for remote work in the enterprise.

An objective. The growth of remote work is being supported by a number of factors. Among them are the following:

– devices and infrastructure – devices such as laptops, smartphones, and tablets together with broadband infrastructure and new applications are making remote work much more achievable and productive (instant and secure access to work data, cloud computing, broadband/hi-speed Internet, remote access devices);

– both employees and employers can benefit from remote work options: retain and attract skilled workers; save money and travel time; less distractions; individual work environment for employees (family–friendly, etc.);

– employers need to engage with a new generation of workers who are showing a preference for remote work options.

There are different levels of remote work engagement:

– hybrid employee (flexible work schedules): the employee works part of the work week in the main office and part remotely;

– full time employee (home office): the employee works full time from a remote office location for the employer;

– outsource / contractor: a single individual or entire department that performs work remotely, not an employee;

– temporary: a short term remote work application OR use of online meetings / conferencing [4].

Table 1 – Definitions of concept remote work

Definition	Keywords	Source
"The term 'telework' or 'teleworking' refers to a work flexibility arrangement under which an employee performs the duties and responsibilities of such employee's position, and other authorized activities, from an approved worksite other than the location from which the employee would otherwise work."	Work flexibility, approved remote worksite	[1]
Telecommuting refers more specifically to work undertaken at a location that reduces commuting time. These locations can be inside the home or at some other remote workplace, which is facilitated through a broadband connection, computer or phone lines,or any other electronic media used to interact and communicate.	Reducing of commuting time, broadband connection, and electronic media.	[8]
Telework has four dimensions in its definitional framework: work location, that can be anywhere outside of a centralized organizational work place; usage of ICTs as technical support for telework; time distribution, referring to the time replaced in the traditional workplace; and diversity of employment relationships between employer and employee, ranging from contract work to traditional full-time employment.	Decentralized workplace, ICT usage, time distribution, diversity of employment forms.	[5]
Work is something you do, not something you travel to.	Work, not location	[6]

A hybrid remote worker will work only a portion of the time remotely and a portion of the time in the main office. This worker is an employee and may be in transition from their traditional workplace with the employer to a part time remote work scenario. This type of arrangement involves flexible work schedules. These include a compressed work week, sharing a single job and hours with another employee, as well as temporary teleworking, where an employee works from home or some other location one day per week or per month. Flexible work scheduling is also quite common in many organizations [2].

Overall, the hybrid model is an excellent way to test the effectiveness of remote work for employer and worker. The hybrid worker does have to adjust to changing from remote to office environments.

It is important that remote workers are included in their team's activities, have adequate infrastructure and top level connectivity, and receive regular management feedback.

To successfully manage staff who are teleworking, it is required need to establish an outcomes-based performance management system that enables to track the success of staff according to agreed outcomes, rather than relying on time spent at the desk under visual supervision.

Impenting telework as part of flexible workplace arrangements provides the incentive to transition entire management style to outcomes-based performance management. One such system that is widely used is known as ROWE (Results-Only Work Environment) [6].

Outcomes – based performance means managing for results based on agreed priorities, tasks and outcomes. It involves the following steps at the macro-organizational level and at the level of the team:

1. Ensure to adopt appropriate change-management strategies, including communication and consultation about a charge to a task-and-outcomes-based performance system, if this approach is new to the organization.

2. Outline team's purpose (mission) and the key objectives, activities and outputs required to help achieve organization's strategic purpose and priorities leading to outcomes.

3. In consultation with team, break this outline down into an annual set of objectives and outcomes, then into target outcomes and the activities required to reach these outcomes according to planning framework.

4. Break down the roles of staff down into tasks and activities that are designed to achieve these outcomes within agreed time frames. It may need to develop new position descriptions for roles which now include a telework component. This should assist with recruiting employees suited to the role specifications.

5. Develop a set of key performance indicators for each of the staff that will measure the success of reaching these outcomes within an agreed time frame.

6. Translate these outcomes-based goals so that everybody can track their performance, and be sure to adjust expected outcomes according to any contingencies. In a performance-based work culture, results are fluid and flexible.

7. If organization is involved in meeting 24/7 demands, ensure a proper work–life balance for the staff by establishing clear expectations around productivity and time management, in line with industrial relations obligations. If employees are expected to be available to meet customer requirements after hours or to attend online meetings with global teams in different time zones, then establish clear guidelines about the employee's core hours for availability to the local team, and agree arrangements to compensate for after-hours work.

8. Remember that the role as a manager is to assist employees when they get stuck and guide them if they may be going off course. Remove obstacles that block performance, and act as a coach and support mechanism for employees to work toward achieving the measurable results that have both agreed upon.

Managing someone working remotely should not be radically different from managing them in their specified place of work – all the usual good practice for managers still applies.

The project needs detailed description for planning and implementation. For this purpose it is advisable to build project evaluation and review technique (PERT) chart is a statistical tool that is designed to analyze and represent the tasks involved in completing a given project. To create a project model it is necessary to use:
– a list of all activities required to complete the project;
– events that are milestones between activities;
– the time (duration) that each activity will take to completion;
– the dependencies between the activities.

Firstly, is necessary to allocate components of the project. In order to transition to remote work arrangement, this algorithm has been developed according to previously defined problems and recommended to be undertaken by management:
– interview with staff who would like to get into a test group of remote mode;
– the selection of candidates for the test group;
– develop plan of communications;
– reworking and setting results-oriented performance criteria;
– equipment purchase and technical setup;
– in–office trial and training;
– pilot project;
– monitor and control;
– analysis and feedback;
– include the other employees;
– communication online and offline, meet in person from time to time;

Interview with staff who would like to get into a test group of remote mode. When planning to test a remote work solution in company, a great place to start is to allow current employees to begin working remotely: current HR poll will allow to see who would be interested in trying it out, and then launch a test pilot that includes just those who responded favorably to the poll, because not every worker has favorable attitude on working from home. Explain they can work from home a couple days a week if they would like – at least a few will consider it. This will allow to iron out the kinks of a remote work program before expanding it to include other departments.

The selection of candidates for the test group. It is not required to hire new people out of town to test this out–float the idea to some of best employees. Spend some time considering which employees are allowed or needed for remote working, because managers need to ensure to select most appropriate employees based on both their skill-set and their working personality. Consider what skills the remote worker needs to have and place great emphasis on the requirement for the employee having strong communication skills, demonstrating maintained motivation, a positive work ethic, confidence to work independently as well as being characteristically cooperative.

Develop plan of communications. Communication is the soul of any organization, and bad communication may bring harm in any organization. If there is not proper communication present in organization then this may lead to a bad and unhealthy working environment. Use approach focused on communication with no manipulation. Communication exists between the employees, with customers or with the senior members. There should be good and direct communication to customers otherwise developers may interpret customer's requirements wrongly.

Reworking and setting results-oriented performance criteria. Implemented current performance reviews may not reflect the different environment and working conditions of remote work solutions. A remote work program is often based on the ROWE idea pioneered by Best Buy: a Results–Oriented Work Environment [13]. If, however, part of the performance review includes non-ROWE factors such as attendance, overtime, or even the number of hours spent doing a particular job, it may be time to overhaul those reviews.

Equipment purchase and technical setup. Provide remote workers with all the technology they need to do their job and maintain contact with the home office. That may include laptops, headsets, speakers, webcams, printers, scanners, and smartphones, to name a few essentials. Also, invest in the software required to perform remote IT maintenance as well, so the team will always be able to get help should they experience problems with their company equipment.

Pilot project. Pilot programs provide an opportunity to "prove it in" by showing senior leaders the positive impact of remote work and allaying their fears. Since senior leaders often attach unrealistic expectations to remote work initiatives, the data from pilot programs can also be used for calibration. In addition, several companies indicated that they have involved senior business leaders on project teams for remote work initiatives and have used them as a conduit to communicate initiatives to other senior leaders in the organization. It is particularly important to include senior leaders from operations, IT, Real estate and HR on the support team. Cultural acceptance in organizations is aided by having senior leaders who participate in remote/ flexible work and model it visibly.

Monitor and control. Monitoring is the systematic gathering and analysing of information that will help measure progress on an aspect of the project. Monitoring is not evaluation as such but is usually a critical part of evaluation process and should therefore be included at project planning stage.

Analysis and feedback. If a team member or members have fallen behind or have run into obstacles, formulate a plan for identifying and solving the problem.

Make the necessary adjustments to keep project on track. Reassign tasks, modify schedules or reassess goals. This will help keep moving toward the finish line.

Include the other employees. If results are okay, manager should be able also let other workers switch.

Communication online and offline, meet in person from time to time. Encourage people to get to know each other well and foster a stable work force. On–boarding remote workers into a distributed organizational culture is difficult, so maintaining a stable HR is important. And encourage lots of conversations among employees. Bring the entire team together at least once a quarter, including remote employees who do not telecommute. There is no substitute for working shoulder to shoulder with peers, at least periodically.

As a result of these steps, office should be reconfigured to take advantage of the new way of working. Office space is reduced and individual offices were eliminated. The organization may use a hoteling arrangement where employees can come in and grab any open space to work; no longer any permanent workspaces or offices. It's good to have a separate large conference room and some quiet meeting spaces for people to confer without disturbing others.

Conclusion and scientific innovation. The process of implementation remote work was described and analyzed, built PERT chart with estimated duration, possible floats of works. Criteria for success were defined: employees must show demonstrable ability to work autonomously and deliver results; organizations must select remote work candidates through psychometrically validated criteria; managers must be trained to maintain working relationships and secure productivity; remote workers must be judged fairly and objectively on the merit of their work. Most of the concerns managers have with remote working were addressed, such as loss of control and diminished organizational capacity for innovation. The solution is to review the work, not time in seat; put relevant information where it can be seen by all, overlap working hours, etc. When work has clear measurable goals, it's possible to substitute for the observation of direct observation of employee work at desk and be effective motivators.

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ВИКОРИСТАННЯ МАРКЕТИНГОВИХ ІНСТРУМЕНТІВ ДЛЯ ЗАБЕЗПЕЧЕННЯ ПОЗИЦІОНУВАННЯ ВИСОКОТЕХНОЛОГІЧНОЇ ПРОДУКЦІЇ

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Анотація. В роботі представлено огляд маркетингового інструментарію для забезпечення позиціонування високотехнологічної продукції на ринку. Обґрунтовано, що від особливості товару залежить вибір маркетингових інструментів для просування. Для більш дорогої продукції або товарів виробничо-технічного призначення використовують особистий продаж.

Аналіз маркетингового інструментарію на ринку високотехнологічної продукції дозволив зробити висновок про те, що основний напрямок сучасного маркетингу у сфері високих технологій є механізм контекстної реклами, який передбачає залучення великої кількості малих підприємств і приватних підприємців з невеликими бюджетами.

Результатом дослідження даної роботи можливо вважати, що утилітарність звичайних товарів продиктована їх фізичним змістом і структурою, то утилітарність науково-технологічних розробок, технологій та інших інтелектуальних продуктів ґрунтується на постійно зростаючих і поновлюваних знаннях, які й забезпечують безперервність потоку нових товарів і послуг. За таких умов можливим стає використання принципів Agile Marketing, як новітнього маркетингового інструментарію для просування високотехнологічної продукції на ринку.

Ключові слова: маркетинг, маркетингові інструменти, маркетинг високих технологій, високотехнологічна продукція, високотехнологічне підприємництво.

USE OF MARKETING TOOLS TO ENSURE THE POSITIONING OF HIGH-TECH PRODUCTS

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Summary. The paper presents an overview of marketing tools for positioning high-tech products on the market. It is substantiated that the dependence of the tow depends on the use of machining tools for spraying. For more than one of the subpoints of the abopants, the vocabulary and technical definitions are used to convey an obscure product.

The analysis of marketing tools in the market of high-tech products made it possible to conclude that the main direction of modern marketing in the field of high technology is the mechanism of contextual advertising, which involves the involvement of a large number of small enterprises and private entrepreneurs with small budgets.

The result of the study of this work is that the utilitarian nature of ordinary goods is dictated by their physical content and structure, then the utilitarian nature of scientific and technological developments, technologies and other intellectual products is based on ever-increasing and renewed knowledge that ensures the continuity of the flow of new goods and services. Under such conditions it is possible to use the principles of Agile Marketing as the latest marketing tool for promoting high-tech products on the market.

Keywords: marketing, marketing tools, high technology marketing, high-tech products, high-tech business.

Постановка проблеми. Особливості зовнішнього та внутрішнього середовищ високотехнологічного підприємства визначають потребу застосування осо-