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IN TRAINING IN ECONOMICS AND
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balanced management indicators, the content of which covers all areas of organizational formation at a certain date and for an appropriate period of time.

Thus, the implementation by management of a balanced system of sound indicators ensures the development, adoption and implementation of effective management decisions to address issues and situations in the practice of business entities.

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NEW QUALITY OF ENTREPRENEURSHIP MANAGEMENT AS A RESULT OF APPLICATION OF DIGITAL TECHNOLOGIES

In the light of global changes in doing business, Ukrainian entrepreneurs have faced a number of challenges that need to be urgently addressed in terms of a new quality of business management and the emergence of Smart-business. The problem of this issue lies in the solution of a number of following issues, namely: optimization of personnel management processes; the cost of hiring a new employee should not exceed the cost of his maintenance; elimination of the fact that company incurs losses during the search for a replacement; understanding real reasons for dismissal of employees; strengthening the involvement of employees; reduction of time spent on the evaluation process; reduction of time spent on training; periodic feedback; reduction of staff turnover; possibility of predictive influence on employee retention; development of reports on results of evaluation, training and history of the results of employees, a single database of employees, modern tools for training, involvement and evaluation of results.

To date, the experience of the world's leading companies has shown that solving the above problems by 43 % reduces the time of vacancy, 2 times increases the efficiency of recruiters, 4 % reduces staff outflows, 1.5 times reduces the adaptation time of new employees [1, p. 62].

As part of the publication problem, we consider it necessary to mention, for example, the content, advantages and benefits of the latest digital technologies, which are aimed at creating a new quality of business management of the business entity. Thus, the advantages of Teams can be called a single tool for communication

between all employees of the company, which makes management transparent; completely safe communication (the effect of security of the internal control system); more features than regular messengers; the entire corporate structure and contacts of colleagues in the palm of your hand (instant level of communication and increasing the level of the institution of trust, both interpersonal and institutional); joint work on documents (formation of effective teamwork through the work of the institute of coordination and dialogue and elimination of the institute of conflict), the presence of video calls (up to 250 people through Zoom, Google Meet). The advantages of PowerBI are: a single place for all possible sources of information of the business entity; clear presentation of information (graphs, maps, charts, etc.); ability to analyze 360° information and simple administration; access to information anywhere and from any device owned by the company.

It is necessary to use Teams by the enterprise for the purpose of strengthening of quality of management it is necessary in part of creation of uniform channels of communications where each manager always has access to all information necessary for work (price lists, templates of contracts, technical documentation, etc.); holding «here and now» urgent online meetings (no need to gather people, send them invitations); creation of «information banks» in various fields (updating 1C, updating sales rules, instructions, etc.); automation of some management processes with the help of bots.

The use of PowerBI in the practice of business management allows you to quickly and efficiently carry out weekly detailing of the entire business by size and number of criteria; provide assistance in planning and forecasting sales growth; to conduct an in-depth analysis of contractors and their needs; increase the speed of decision-making; identify scarce products on the market; to control the work of representative offices for the implementation of their sales plan.

Smart-business can be used in the practice of managing an innovative enterprise, namely in the part of HR – automation of internal HR-processes; T&D – corporate training center management; Sale – training of clients/partners. Today, the features of Smart-business are inherent in large and growing companies; companies in the field of small and medium business; international companies or companies with offices and branches in the country; companies with a high level of staff turnover; companies with goods and services that need specialized training; organizations interested in automation and structuring of HR-processes.

Functional modules of Smart-business in terms of the formation of a new quality of enterprise management can be called recruitment, work with employees, event management, distance learning, development of skills and competencies, gamification, employee evaluation, AI functionality. In general, all functional modules are aimed at Employee journey as a basis for HR processes, talent search, human capital management, training, development, attracting creative human capital. The content of each of them is presented in more detail in Table 1.

Table 1

General characteristics and content of functional modules Smart-business in terms of the formation of a new quality of enterprise management

Type of functional module	The content and characteristics of functional modules of Smart-business in terms of the formation of a new quality of enterprise management
Recruitment	<p>Integration with employment sites to post vacancies and receive feedback.</p> <p>Vacancy and feedback management.</p> <p>Database of potential job seekers.</p> <p>Setting requirements for positions.</p> <p>Management of the funnel of selection of employees and fixing of results at each its stage.</p> <p>Visualization of hiring results in the form of reports and indicator monitoring panels.</p> <p>Preservation of the full history of communication after hiring a candidate.</p> <p>Marketing HR-activities: a list of companies to attract talent, grouped by customized parameters; list of actions during the campaign.</p>
Work with employees	<p>Adaptation: automatic installation of the adaptation plan and control over its implementation; online testing, distance learning, list of tasks; mentor management; Feedback.</p> <p>Employee profiles.</p> <p>Appointment of administrative and functional managers and mentors.</p> <p>Management of contracts, insurance policies and instructions of each employee.</p> <p>Flexible tools for filtering and visualizing an employee profile.</p> <p>Consideration of the company's projects in which the employee participates.</p> <p>Recording progress in work and projects.</p> <p>Inventory accounting.</p>
Event management	<p>List of corporate events.</p> <p>Management of event participants: waiting list, registration, rejection of applications for participation; presence; collecting feedback through questionnaires.</p> <p>Distribution of roles during the events: organizer, speaker, participant, responsible person.</p> <p>Drawing up an action plan.</p> <p>Automated message by mail or chatbot.</p>
Employee evaluation	<p>Evaluation procedure: 90, 270, 360.</p> <p>Assessment: key performance indicators, competencies and skills, feedback, questionnaires, questionnaires.</p> <p>Creating forms of assessment in accordance with the rules and requirements: immediate supervisor, functional manager, mentor, colleague, employee.</p>

(End of Table 1)

Type of functional module	The content and characteristics of functional modules of Smart-business in terms of the formation of a new quality of enterprise management
Employee evaluation – KPI	<p>Identification of key employee performance indicators. Procedure for approval of key performance indicators. Monitoring the implementation of key performance indicators. Guide to the categories of key performance indicators. Estimation of key efficiency indicators, calculation of average labor productivity taking into account the coefficient of significance. Key performance indicators in real time.</p>
AI functionality: outflow of personnel	<p>Forecasting the risk of dismissal. Questionnaires on employee values. Analysis of the factors influencing the dismissal of employees. Create an ideal candidate profile for each position. Distribution of employees by risk areas on the main factors influencing the dismissal. Distribution of workload between recruiters for effective planning of hiring campaigns.</p>
AI functionality: chatbot	<p>Channels: Telegram, Teams, Viber, Facebook Messenger. Familiar and user-friendly interface. Authorization via AD. Access to HCM LMS information: knowledge base, my tasks, my competencies. Receiving messages from the system: messages, reminders, mass mailing. Integration with corporate systems (payroll, internal portal).</p>
AI functionality: face recognition	<p>Easy search of photos of employees on all corporate storages and photo albums. Identification of employees added to the corporate photo repository. Post found photos on social media in one click, right from the app. Ability to track employee attendance at corporate events, meetings, trainings without registration forms.</p>
Customer Engagement & Loyalty	<p>In-store customer service and engagement. Digital engagement (Social/Local/Mobile engagement). Digital coupons and integration with digital wallet. Coalitions for services (e.g. shipping) and data-sharing. AI driven digital assistants.</p>
Workforce empowerment	<p>Digital front-line enablement tools. Preventive retention. Dynamic team allocation and task assignment. Dynamic customer service mgmt. Real-time performance tracking and personalized incentives.</p>
Intelligent supply chain and optimized fulfilment	<p>Data-driven demand prediction. ML-based assortment optimization. Smart routing orders, logistics, pick, pack and ship (ML-based). Digitally-enabled quality monitoring and management. Intelligent warehouses.</p>

At the same time, the use of outsourcing has a positive effect on improving the quality of the enterprise management system. The benefits for business are as follows:

- time savings: +240 additional hours per year; tools of «my time»; mobile applications; speed of decision making;
- IT cost savings: flexibility in quality and content; opportunity to try; instant readiness for work; integration of services «out of the box»; always the latest versions;
- optimization of business processes: teamwork; automation; visualization; Artificial Intelligence.

Formation of a new quality of business management is possible with the related (parallel) use of new ways of doing business, such as: Deliver personalization; Drive omnichannel customer engagement; Enable collaboration with workplace mobility; Run microservices on a secure cloud platform; Be agile with a connected supply chain; Leverage artificial intelligence across the value chain; Capitalize on service-based revenue streams; Delight with augmented and virtual reality.

In conclusion, the leading factors of transformation in business and its management are: the need for continuous development (focus on more comprehensive transformation instead of developing such aspects as re-equipment of production facilities, strengthening the sales unit or developing a long-term strategy); new productivity formula (productivity = people + processes + tools); maturing the need for change in the internal culture of the enterprise (deep «employee involvement»; monitoring the working climate of the entity based on feedback from employees; support for bottom-up work initiative in decision-making).

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ECONOMY OF UKRAINE IN THE CONTEXT OF INNOVATIVE- DIGITAL TRANSFORMATIONS AND STRUCTURAL SHIFTS

Today, Ukraine's advantage lies in highly qualified personnel, especially in the field of technology, the demand for which is constantly growing. At the same time, investment is needed to stimulate economic growth and provide long-term opportunities for professional realization to prevent the outflow of labor resources. Country will benefit both from natural chernozems and from its close geographical location to Europe, as well as the potential for the development of an integrated transport network and port infrastructure. However, this requires significant investment, which, in turn, requires a stable economic environment and access to