

Irina Bulkina¹
Marharyta Chepeliuk²
Andrii Kripyki³

Volume 31(3), 2022

THE ROLE OF GLOBAL DIGITALISATION IN THE STRATEGIC DEVELOPMENT OF THE ENTERPRISE⁴

The article summarises the arguments and counter-arguments in the scientific debate on the impact of global digitisation on the economy, in terms of potential changes in the activities and further development of enterprises, as well as on the labour market as a whole. The main purpose of the study is to define the role of global digitalisation in the strategic development of the enterprise. The basic logic of this study is based on the assertion that digitisation is a boost in the development of an enterprise and the economy as a whole, and information and knowledge are strategic resources that increase their adaptability to the variability of environmental factors. Methods of analysis and synthesis, deduction and induction, and the search for cause-effect relationships were the methodological tools of research. The research period was the period of the COVID-19 pandemic, which has spanned the world since early 2020, as it has dramatically accelerated the development of a large group of ICT services and online services. The article presents the results of empirical analysis of the main trends in the labour market during the pandemic and their relation to the processes of digitisation and strategic development of enterprises.

Keywords: digitalisation; personnel competencies; knowledge development; personnel management; digital economy; strategic development

JEL: F63; M54; O33

1. Introduction

The COVID-19 pandemic, which has swept the world since the beginning of 2020, has resulted in the rapid acceleration of the development of a large group of ICT and online services. Lockdown and, in fact, forced self-isolation of the population have contributed to

¹ Irina Bulkina, Associate Professor, PhD (Economics), Department of International economic relations, Simon Kuznets Kharkiv National University of Economic, Ukraine.

² Margaryta Chepeliuk, Associate Professor, PhD (Economics), Department of International economic relations, Simon Kuznets Kharkiv National University of Economic, Ukraine; (+38)(099)0071345; email: chepeliuk.margo@gmail.com.

³ Andrii Kripyki, PhD student, Department of International economic relations, Simon Kuznets Kharkiv National University of Economic, Ukraine.

⁴ This paper should be cited as: Bulkina, I., Chepeliuk, M., Kripyki, A. (2022). The Role of Global Digitalization in the Strategic Development of the Enterprise. – *Economic Studies (Ikonomicheski Izsledvania)*, 31(3), pp. 81-93.

the explosive increase in demand for online services and distance education; remote employment and development of technological processes of substitution of all types of labour (from manual to intellectual). Quarantine has brought technology directly to the forefront of consumption, supply, interaction, delivery and has actually become a major factor in providing vital needs.

The pandemic has strengthened the social function of digital technologies and services. Only due to digital technologies, a massive transition to a remote format of work has become possible during the most difficult period of the pandemic. All over the world, the philosophy of office work is changing, there is a transition to permanent and conditionally permanent remote work. For example, Transport Canada plans to move to telecommuting as the main employment model for its employees. In the near future, most of the department's 6,000 staff will continue to work remotely. In China, large-scale use of digital work applications from WeChat, Tencent and Ding began in late January 2020, when isolation measures began to take effect. In Switzerland, COVID-19 Remote Work and Study Resources provide free resources for remote work and distance learning. Video conferencing, remote workplaces and new social platforms are launching remote work almost immediately, and this trend is likely to continue after the cancelling of quarantine. Technology can play a crucial role in creating new sources of growth, increasing productivity and helping employees and businesses transfer and adapt to the new world. It is important to take advantage of technology and develop new skills and knowledge, without which further work will be impossible.

It is therefore hypothesised that digitisation is an impulse in the development of an enterprise and the economy as a whole, and that information and knowledge are strategic resources that can enhance their adaptability to environmental variability. This assumption underlies this work, the main objective of which is to define the role of global digitisation in the strategic development of the enterprise.

In order to confirm the hypothesis formulated, the paper provided a structured overview of existing theoretical and empirical studies, which are the focus of this work. In particular, it examines the work of scholars who are advocates of the information society theory as the basis of the theory of socio-economic digitisation, as well as analytical reports by international organisations and consulting companies on major labour market trends during the COVID-19 pandemic. This analytical period was chosen on the basis that it was within its framework that the accelerated development of a large group of ICT services and online services took place.

2. Methodology and Research Methods

Active changes in the economy in general and in the labour market in particular in the context of the COVID-19 pandemic have become the focus of attention of many international organisations and institutions: International Labor Organization (ILO, 2020), World Economic Forum and regional survey partners (WEF, 2020); and leading consulting companies: Deloitte Touche Tohmatsu Limited (Deloitte, 2020), McKinsey & Company (McKinsey, 2020), Gartner (2020). Their activity is aimed at identifying key trends,

analysing the main causal relationships of global changes in the labor market and economic interaction in general. However, such studies are large-scale. To overcome the crisis, it is advisable for enterprises to identify basic conditions for further adaptation both enterprise itself to new market conditions and of the personnel as a key factor in its strategic development. The article uses the version of the structured literature survey, which provides an answer to this question through a careful elaboration of existing theoretical and analytical studies. Also, this paper used general scientific research methods, such as analysis and synthesis, deduction and induction, the search for cause and effect relationships.

3. Literature Review

Digitisation dates back to a long time ago, when accounts and figures were opened. However, this process took place in the second half of the twentieth century. The changes brought about by digitisation began with technological innovations, the introduction of hardware and software, which led to an intensification of production, we extend not only the quantity but also the quality of the goods produced, changing production technologies, including the production of new digital products, which eventually began to change the nature of work.

There is no single theory of digitisation, but it is a private matter that has emerged. It can be said that, to a greater extent, digitisation has been developed in the technical and natural sciences. So, enough Theories of digital television, digital communication, digital sound, digital automata, digital photography, digital systems, etc. (Tocci, Widmer, 2000). However, the principles of these theories of technical digitisation can be transferred to socio-economic theories.

The theories of the information society can be considered as the origins of the theory of socio-economic digitisation. One of the first works in this direction is considered the work of Y. Hayashi (1969), where the definition of «information society» is justified. The work of I. Masuda (Masuda, 1981), whose main theoretical underpinnings focus on the study of changes in human values under the influence of information and information technologies, is a significant contribution to the development of this theoretical field. The author argued that time, not goods, would become the centre of consumption in society. Computerisation will make information accessible to data sources that know, as well as a high level of automation. The information content of the product will be of primary value, and the focus will therefore be on the production of information products and resources rather than on the production of material goods.

The development presented about the information society has given rise to several theories. First, theoretical developments of «school of regulation», which originated from A. Lipietz, M. Aglietta, R. Boyer, D. Harvey, S. Lash, J. Urry. These authors aim to examine the relationship between the accumulation regime and the mode of regulation. These theories argue that there has been a shift from the Fordystic to the post-Fordist mode of saving from mass production to flexible specialisation. Theorists argue that NOT Information generated this transition, but it has become fundamental to the maintenance and adaptability of business. At the same time, information flows provide financial services and are a condition

for the globalisation of the economy, the information plays a key role in management, the fate of information is growing rapidly.

One of the key works in information society theories was the work of M. Castells “The Rise of the Network Society. Information Age: Economy, Society and Culture” (Castells, 1996), in which presented a classical analysis of the role of information in modern society. Castells shows how information is embedded in change and how it accelerates THIS change. The theory of information capitalism justifies the transition to the information age, in which networks linking individuals, groups, institutions and States play a key role. Theoretical work has focused on the solution of the main problem – the widening gap between increasing globalisation and socio-economic divisions.

Quite clearly, the authors of information society theory argued that the information sector was a priority in the structure of the economy, argued that information, rather than labour and capital, became the key factor of production. Moreover, knowledge and information are ascribed to the role of the main agent of change and transformation of the modern market system into an entirely new type of human society, i.e. the information society, the key element of which will be the production and use of information, which will surpass material products, energy and services in importance and weight. The main role in the social economy will be not the right of ownership, but the right of use (Bell, 1973).

The argument for converting information and knowledge into a “strategic resource” of the society is the research of American scientists J. Naisbitt (1982) and M. Porat (1977). The first showed significant changes in the structure of employment in the US economy, where the information sector grew throughout the second half of the twentieth century. The second showed that a significant increase in US gross national product is in the information sector. These indicators showed changes in the structure of employment and showed trends in social change.

In general, the current information society paradigm can be presented as a global production process and the widespread use of information as a public resource based on the massive introduction of collection methods and tools, Processing, transmitting and storing information and bringing about profound changes in the progressive nature of social, economic, political and socio-cultural structures in society, with a significant impact on the standard of living and quality of life of the population.

Consequently, the basic characteristics of a digital society can be considered: the production of knowledge and information, primarily as an economic product; the changing social structure of a society where information elites and masses emerge (Toffler, 1990); increasing the proportion of people working with information, knowledge and information services; mass use of robots, computer systems, which will lead to radical changes in education, science.

Thus, the analysis of information society theories makes it possible to view digitisation as a boost in the development of enterprises and the economy as a whole, and information and knowledge as a strategic resource, which improves their adaptability to environmental variability, as will be discussed below.

4. Findings

Doing business is getting more globalised and intercontinental. The McKinsey and Gartner surveys conducted shortly before the pandemic, as well as the Intel/EMC study, showed that only a tenth of the major companies in various industries have fully adopted the digital business model, and it is mainly companies in the trade sector. Others see too many organisational, technical, human resources and, most importantly, financial obstacles to the “digital transformation” of their business. Moreover, research shows that doubt and skepticism about digital technologies are growing among chief executive officers (CEOs) around the world, and such «leading» digital companies like Uber, Google, AirBnB, that use the platform business organisation principle are no longer seen as role models and are not valued by investors as highly as they were in 2017-2018 (Sondergaard, 2019).

However, there is a downside to such rapid digitalisation. According to the report “The Future of Jobs 2020” (WEF, 2020), by 2025, 43% of employers intend to reduce the number of jobs, 41% of them plan to expand the use of contractors to perform specialised work, and only 34% will expand the staff. The introduction of new technologies will lead to changes in business tasks, jobs and required professional skills, while 40% of employees will need retraining. The introduction of new technologies and changes in the division of labour between people and machines will result in 85 million jobs being eliminated from the labour market, and they will be replaced by 97 million new ones. According to employers, they will be more adapted to new technological realities in terms of interaction between people, machines and algorithms. Although the number of new jobs created is estimated to exceed the number of jobs cut, the rate of growth will slow.

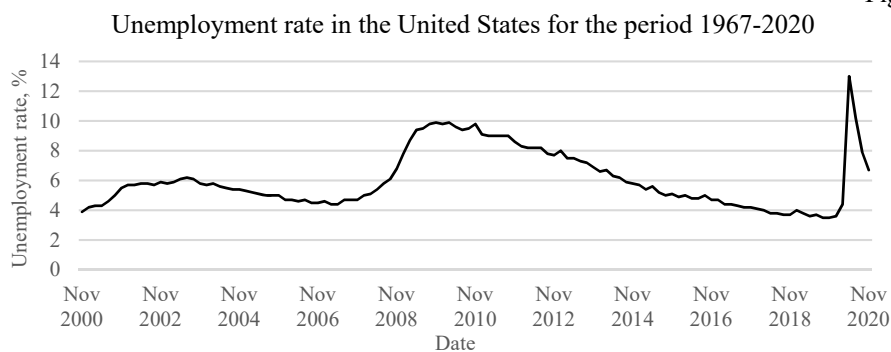
The International Labor Organization (ILO, 2020) predicts that approximately 195 million workers will be displaced in the labour market by the end of 2020, as the transformation of jobs towards automation accelerates. Although many workers have become unemployed, hiring levels also remained low from mid-March to the end of July, indicating a reluctance of businesses to invest in new staff. This means that workers displaced in the labour market have fewer opportunities to return to work as businesses reduce their staff.

A similar conclusion was reached by experts at LinkedIn Economic Graph (LinkedIn, 2020), which can track changes in hiring rates in the world’s leading countries – Australia, China, France, Italy, Singapore, the United Kingdom and the United States. According to them, there has been a steady decline in hiring in the areas of tourism, consumer goods and manufacturing. Despite the sufficient stability of the IT market, where reductions are much slower, the rate of hiring is much slower than in previous years. The situation is similar in the financial industry. It is obvious that the healthcare industry and pharmacy have remained close to comparable hiring rates to the same period last year.

Such trends can already be seen in the employment rate of the United States (Figure 1). For example, employment rates in the United States show that the unemployment rate rose from 3.5% (in February 2020) to a peak of 14.7% (in April 2020). In comparison, during the global financial crisis in 2009, the US unemployment rate rose from 4.7% (in December 2007) to almost 10% (in June 2009) (US Bureau of labour statistics, 2020). Now the unemployment rate in the United States has decreased and is about 10%. The COVID-19 pandemic has

destroyed more jobs in two months than the Great Recession did in two years. As the United States lifted restrictions on the physical movement of people, some workers have been recalled to work, while others have moved into the unemployed category.

Figure 1



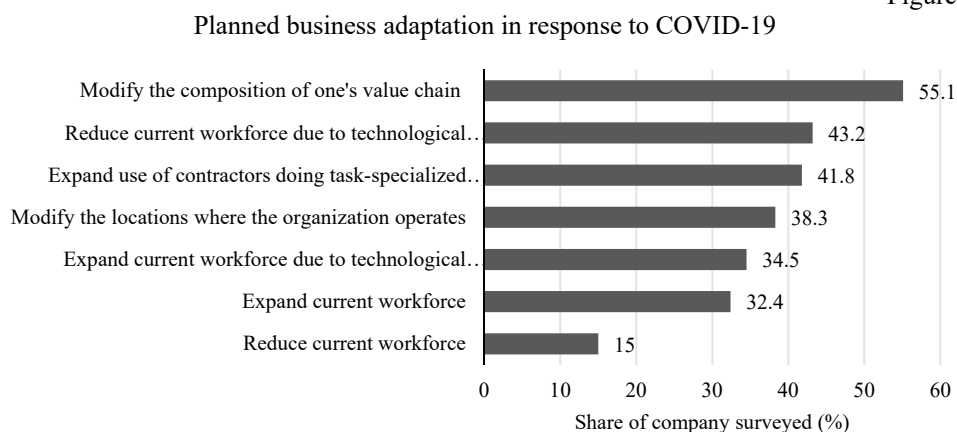
Source: developed by authors on the basis of US Bureau of labour statistics (2020).

According to the report (WEF, 2020), at the end of February 2020, the number of employees in China fell to -47% year-on-year. In France and Italy, the decline was more pronounced and reached -70% and -64.5%, accordingly, by mid-April 2020. Both the United Kingdom and Australia approached these low rates, where the reduction reached -40%. Since then, hiring has gradually recovered, and most of the seven key economies for which these rates were analysed tend to change by 0% year-on-year. By July 1, 2020, China, France, and the United States observed the largest recovery in comparative hiring rates of -6% or -7%. At the end of September 2020, the countries with the highest hiring recovery were China (22%), Brazil (13%), Singapore (8%), and France (5%). It seems that in these economies, hiring currently compensates for months when no new staff was recruited, indicating some stabilisation of the labour market.

Data from the Forum's Future of Jobs Survey (WEF, 2020) shows that employers are ready to accelerate automation processes and increase the workload, increasing the possibility of resumption of employment (Figure 2). Among CEOs surveyed, 55% seek to change the composition of their value chain, 43% look to introduce further automation and thus reduce the current workforce, 34% seek to expand their workforce as a result of deeper technology integration, and 41% seek to expand the use of contractors to perform specialised work.

New work paradigms, like telecommuting and remote working, have changed the traditional definition of «work». Until recently, in studies of the labour market, employment and social and labour sphere in general, non-standard forms of employment, including remote work, personnel outsourcing, part-time work, other flexible forms of employment, were considered mostly as an anomaly, as atypical, etc. (Kolot, Herasymenko, 2020). Before the pandemic, a relatively small part of the world's population worked remotely on a full-time basis. The ILO (ILO, 2020) estimates that 8% of the world's labour force (approximately 260 million workers) worked permanently from home before the COVID-19 pandemic. Only 19% of them were employees (in the EU – only 3%), while the part of self-employed working from home has consistently increased, reaching 19% in 2019.

Figure 2



Source: World Economic Forum, 2020.

According to the Global State of Remote Work study (Owl Labs, 2018), 56% of companies worldwide in 2018 provided employees the opportunity to perform work remotely, at least in some form. However, it should be noted that before the pandemic, most of the self-employed people worked at home.

Based on data from the Payoneer International Payment Platform (Payoneer, 2020), Europe and the United States are the most demanded markets for remote work. European clients account for 51% of freelancers, but the vast majority of freelancers are willing to work in the North American market. In 2015 it accounted for only 37%, and now it employs 68% of US freelancers.

However, the pandemic changed the situation as expected. Thus, in the midst of the pandemic – in March-April – 62% of all employees in the United States worked from home (Gallup, 2020). In the EU, these figures were slightly lower, but the difference with the situation before the pandemic is significant. The information technology and insurance industries have the greatest opportunity to work remotely; 74% of employees in these industries report access to remote work. But there are also industries such as finance, law and business consulting that can theoretically do more remote work (Zhao, 2020).

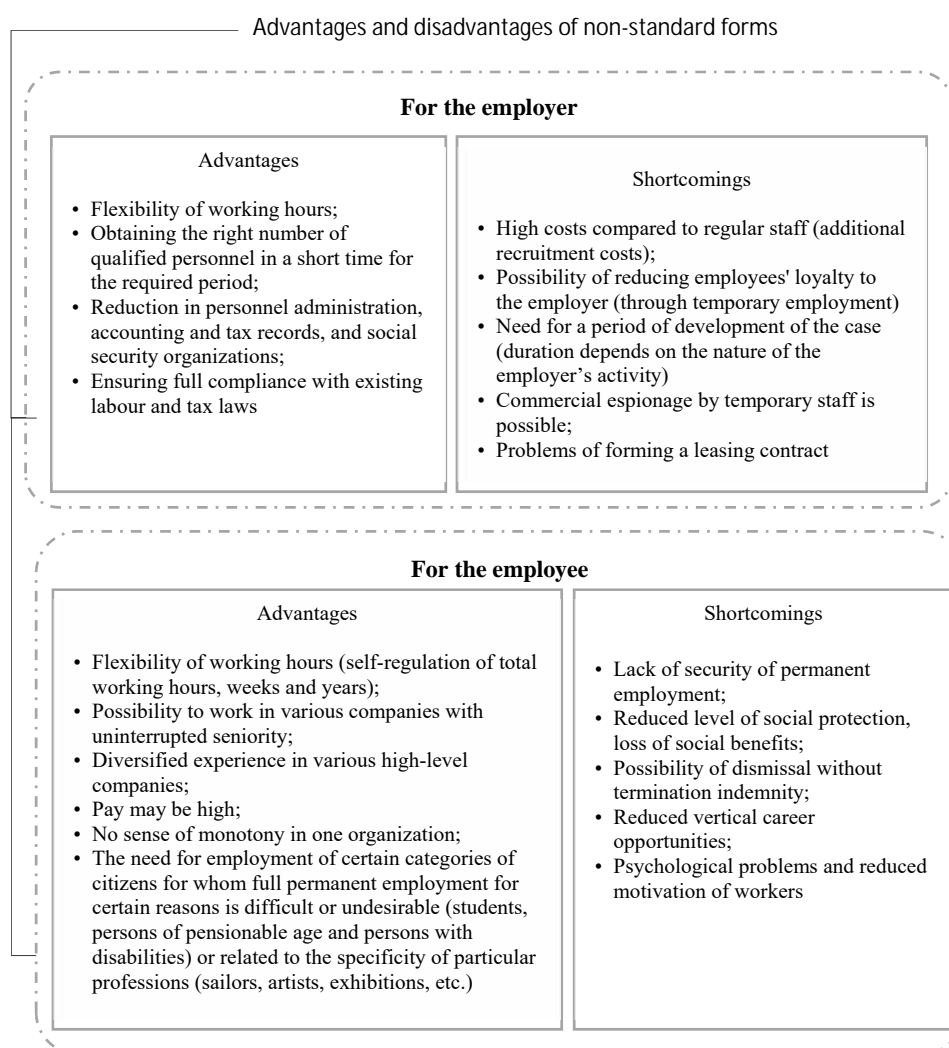
Non-traditional forms of employment, such as telework, have advantages and disadvantages (Figure 3).

In the process of companies' search for ways to adapt their work before the crisis (in particular in the remote form of work), it became clear that in many, although not all, countries around the world, technology was not the biggest challenge. Where the problem is the most urgent, the crisis has pointed to the digital inequality in countries, regions, rural communities, and cities with a lack of access to modern digital technologies, in particular the Internet. In countries with access to modern digital technologies, the greatest difficulty has been to build processes of human interaction with technology. In particular, the formation of

new principles and methods of managing the processes of adaptation, behavior and work in interaction with available technologies, the pleasure of purely human needs, such as the desire for meaningful work, interaction and well-being, maximising the potential of employees through the formation of new skills and competences, protection of ethical values.

Figure 3

Advantages and disadvantages of non-standard forms of work



Source: Research result, 2020.

Employers felt a lack of skills among employees and the inability of managers to respond quickly to changing conditions. Employees in various industries had to adapt to rapidly

changing conditions, and the company must learn how to adapt these employees to new roles and activities. This dynamic applies not only to remote work, but also to the role of automation and artificial intelligence. Remote work helps employees to learn new skills, wherever they are. COVID-19 has accelerated the adoption of fully digitised approaches to reproduce the best results of individual learning through live video and social sharing. This transformation allows you to scale your training in a more cost-effective way and provides greater personalisation and efficiency. Thus, companies faced the need to create new knowledge, competences, skills, and fast reskilling of employees.

It is incumbent upon organisations to support their workforce in transitioning to the new learning paradigms. Not doing so can prove to be a huge competitive disadvantage.

The simplest example of the urgent need to acquire new knowledge, competences, and skills for employees around the world can be considered the active introduction of Zoom technology in all areas of the business. Thus, in the first two months of 2020, Zoom attracted more new users than for the entire 2019. In March, 300 thousand new users joined the service every day, and that is only in the United States. Zoom has 14 million active monthly users now. And more than 100,000 corporate customers, including Samsung, Uber, Slack and Walmart (Zoom, 2020). Mastering such simple (compared to analogue Skype, Google Hangouts, Facebook Messenger, Apple FaceTime, etc.) and affordable technology has become a challenge for a large part of employees, especially the elderly. However, modern realities left no choice – either the employee had to master it rapidly on his or her own in order to work remotely, or change the status to «temporarily unemployed».

The crisis caused by the COVID-19 pandemic has created an urgent need to rethink approaches to personnel management. While companies have doubled their investment in technology over the past decade, most of them have not invested enough in developing strategies to adapt employees to new work processes. Only 17% of respondents, who participated in the Deloitte international study «2020 Human Capital Trends» (Deloitte, 2020), make significant investments in staff retraining to support the strategy of implementing artificial intelligence technologies; and only 12% of respondents use such technologies to replace employees with innovative technologies. On average, 66% of surveyed companies invested in professional development during the year, while almost 17% of them focused on the fact that they were not sure about the possibility of returning such investments. About 20% of companies answered that they use state support for the implementation of programs to develop the competences of their employees. Despite such statistics, today, the lion's share of business leaders understands that retraining of employees is cost-effective and gives a high return not only for businesses but also for society. However, despite the opinion of employers about the need for retraining or advanced training of almost 70% of all employees by 2025, only 42% of employees are ready to use such opportunities.

McKinsey's research indicates that by 2030, the skills needed in the workforce will be radically different from those valued today. Such a transformation must be met with appropriate training and learning strategies. And that, in turn, means organisations should care even more about the digital transformation of learning. However, the results of the 23rd Annual Global CEO Survey Navigating the rising tide of uncertainty (PWS, 2020) indicate that 77% of the 22,000 employees of the companies in all would like to learn new skills or

retrain, but only 33% believe that they were given the opportunity to develop digital skills beyond their normal duties.

Considering all the statistics cited, it can be concluded that the desire to combine the benefits of the individual and the needs of the enterprise to create behaviour, a commitment to cooperation, the development of competences remains an important item for research into prospects for the strategic development of the enterprise. Under such conditions, the use of competence-based and institutional approaches in the management of enterprises in general, and personnel, as well as the introduction of new trends in corporate training in personnel management processes, remains relevant. Thus, the competency approach is based on the results of the analysis of human working skills without prior conclusions about what characteristics are necessary for the proper performance of this work. The competence method emphasises the validity of the criteria: “the most important thing is what really leads to the best performance of work, not the factors that most likely describe all the characteristics of a person in the hope that some of them will relate to the performance of the work” (Otenko, Chepeliuk, 2018). Competence-based selection predicts the best performance and retention of staff and allows you to combine the policy and culture of management – in recruitment, career planning, performance evaluation and development. This approach recognises that it is more difficult to form such components of culture as motivation, values, and beliefs, as knowledge can be acquired and developed.

The institutional approach defines an enterprise as a social institution that preserves knowledge in the «rules of behaviour», which are constantly changing form, protected, and modified (Otenko, 2008) through tools:

- 1) scanning, that is, to obtain information for the development of a cognitive map of the organisational and external environment, so it includes developing a map of «what is» within the environment and identifying any problems or opportunities provided by the environment;
- 2) codification, by which implicit, in other words, «hidden» knowledge of employees turns into «open» knowledge of the enterprise. The codification makes it possible to benefit from employee’s knowledge, even when he or she left it, and is a prerequisite for a rationally organised learning process;
- 3) transfer, when the knowledge of employees is codified to other departments of the enterprise, which positively affects the speed of operation of the enterprise. This is the diffusion phase which consists in the communication and dissemination of codified knowledge within the organisation;
- 4) reconfiguration based on abstraction and absorption of knowledge, which gives the company the opportunity to develop new organisational skills that arise through the recombination of existing knowledge in the enterprise and through the generation of new knowledge. Abstraction is a statement of codified knowledge to its most essential characteristics and its use in a wider range of situations. It expands the range of potential areas of application of knowledge and allows you to transfer it to other markets. The ability to absorb knowledge is considered as the ability of employees of an enterprise to

learn – to perceive and process new information, as well as reuse practical experience with new knowledge, competences, and skills.

Regarding the development of the knowledge and skills of staff, the current situation has made it possible to identify certain trends in this area. One of the most relevant trends is the use of game technology in HR processes. The game approach can be used for interviews, staff adaptation, training and motivation, and feedback. This approach was particularly relevant in the context of the entry into the labour market of generation Z. Young professionals are characterised by their dependence on digital technologies and information overload. The main principles of the game approach are to maintain the attention and interest of the audience through aesthetics; gameplay, emotional engagement and social interaction.

The second trend – the self-made model assumes that employees' relations with companies will be free, companies will not tie employees to their workplace so rigidly; partnership and project models of cooperation will form. As a result, everyone will switch to the Anglo-American educational model, when an employee takes responsibility for himself (for his education, development, goals, achievements) and leads the educational process himself.

The business reality today is extremely dynamic. New technologies are being introduced daily, concepts and strategies are changing, and new requirements for specialists are emerging. Gigantic information flows require a lot of flexibility from businesses and employees. In 2021, a person cannot afford to once and for all learn any speciality and practice it all his life without learning new things. Moreover, what is required of a modern professional is not only professional competence, but also high social intelligence: the ability to interact with people, to defend points of view, or vice versa – to challenge correctly, keeping calm and working under difficult circumstances, properly prioritising tasks etc. Thus, Upskilling is one of the leading trends in 2021.

Corporate learning has long been well established in most companies. The state coach is now not uncommon, even in small companies. In recent times, however, it has been increasingly felt that staff members are overwhelmed by training, and the training itself is often unsystematic and chaotic. In such circumstances, the assimilation of new information is not effective. In addition, staff members themselves view training as an obligation, not an opportunity or privilege. Thus, more and more companies are coming to believe that a truly literate and useful education requires not only a coach, but also a methodologist with modern approaches to corporate learning. In practice, this means that the greatest emphasis will be placed on addressing real needs, increasing the loyalty of training programmes, defining strategies and tactics, and building common and individual learning plans. Learning tools will also be optimised. The general trend is to visualise and simplify information. In an environment of information overload, important information will be presented in a brighter, more dynamic, and more concise manner – the greater the chances of its assimilation. It is the task of educators in 2021 to simplify and visualise information that is difficult to understand and assimilate.

Another trend is the changing role of corporate universities. In the new realities, this role will focus on personalising the process. It will be necessary to help employees understand their hard and soft skills. And how far it will go, how much it will cost and how long it will take to reach a result. The Corporate University will cease to be a creator of content, but will rather

become a Researcher who will be able to search for best practices and solutions, helping each employee to build their individual development system.

5. Conclusions

With the acceleration of business cycles (from low to peak to back) now the shortest in all time, all accompanying processes are bound to accelerate as well. This is because the digital age has made client expectations higher than ever before. In such a situation, the optimal solution for maintaining an enterprise's own competitive position is to actively train staff to respond quickly to such expectations. The COVID-19 pandemic has only highlighted the need to introduce an effective model of human-technology interaction into business operations and turn them into real social enterprises.

It is therefore advisable for enterprises wishing to actively develop in the future to actively introduce current trends of dynamic, personalised training and development of personnel into their own business activities. In particular, the use of gaming technologies in personnel management processes (for interviewing, staff adaptation, staff training and motivation, etc.) In the case that most of them are members of the Z. In parallel hr-generation)Managers also need to consider the general trends towards visualising and simplifying information that employees need to assimilate.

Special attention should be paid to the training model for staff. In the dynamic environment, the Anglo-American model of education should be considered, in which the worker assumes responsibility (for his education, development, goals, achievements) and himself directs the educational process and develops his own social intelligence (the ability to interact with people, to defend points of view or vice versa – the right to challenge, to remain calm and to work in difficult circumstances, wrong to prioritise the tasks assigned to him, etc.). At the same time, hr-management should direct its activities towards finding the best practices and solutions, helping each employee to build their individual development system.

All this supports the basic hypothesis of the study that digitisation plays a significant role in the development of enterprises and the economy as a whole, and that knowledge is a strategic resource that contributes to such processes.

References

- Bell, D. (1973). *The Coming of Post-industrial Society. A Venture in Social Forecasting*. New York: Basic Books.
- Castells, M. (1996). *The Rise of the Network Society. The Information Age: Economy, Society and Culture*. Vol. I. Cambridge, MA; Oxford, UK: Blackwell.
- Choi, B., Poon, S. K., Davis, J. G. (2008). Effects of knowledge management strategy on organisational performance: A complementarity theory-based approach. – *Omega: The International Journal of Management Science*, 36(2), pp. 235-251.
- Deloitte. (2020). International research «2020 Human Capital Trends». [online] Available at: <https://www2.deloitte.com/ua/uk/pages/about-deloitte/press-releases/gx-2020-global-human-capital-trends-report.html>.
- Gallup Organization. (2020). US Workers Discovering Affinity for Remote Work. [online] Available at: <https://news.gallup.com/poll/306695/workers-discovering-affinity-remote-work.aspx>.
- Gartner. (2020). [online] Available at: <https://www.gartner.com/en>.

- Hayashi, Y. (1969). *Johoka shakai: Hado na shakai kara sofuto na shakai*. Tokyo: Feo.
- International Labour Organization. (2020). ILO Monitor: COVID-19 and the world of work. Second edition Updated estimates and analysis. [online] Available at: https://www.ilo.org/wcmsp5/groups/public/---dgreports/---dcomm/documents/briefingnote/wcms_740877.pdf.
- Kolot, A., Herasymenko, O. (2020). The sphere of labor in the context of global socio-economic reality 2020: Challenges for Ukraine. [online] Available at: <http://library.fes.de/pdf-files/bueros/ukraine/16344.pdf>. [in Ukrainian].
- LinkedIn. (2020). LinkedIn Economic Graph database. [online] Available at: <https://economicgraph.linkedin.com/about>.
- Masuda, Y. (1983). *The Information Society as Postindustrial Society*. Washington: World Future Society.
- McKinsey & Company. (2020). [online] Available at: <https://www.mckinsey.com/#>.
- Naisbitt, J. (1982). *Mega trends: The new directions transforming over lives*. New York: Warner Books, Inc.
- Otenko, I. P. (2008). *Strategichni prioriteti pidpriemstva [The strategic priorities of the enterprise]*. Kharkiv: HNEU [in Ukrainian]. [online] Available at: https://scholar.google.com.ua/citations?user=7RybB2IAAAAJ&hl=ru#d=gs_md_cita-d&u=%2Fcitations%3Fview_op%3Dview_citation%26hl%3Dru%26user%3D7RybB2IAAAAJ%26citation_for_view%3D7RybB2IAAAAJ%3A9yKSN-GCB0IC%26tzm%3D-120.
- Otenko, I. P., Chepeliuk, M. I. (2018). *Korporativna kultura: mizhnarodnyi ta transformatsiyni aspekty [Corporate culture: international and transformational aspects]*. Kharkiv: HNEU. [online] Available at: <http://repository.hneu.edu.ua/bitstream/123456789/20079/1/2018-%20Отенко%20І%20П%20Чепелиук%20М%20І.pdf> [in Ukrainian].
- Owl Labs. (2018). *Global State of Remote Work*. [online] Available at: <https://www.owl-labs.com/state-of-remote-work/2018>.
- Payoneer International Payment Platform. (2020). [online] Available at: <https://www.payoneer.com>.
- Porat, M., Rubin, M. (1977). *The Information Economy: User's Guide to the Complete Database (on Magnetic Tape)*. Washington : Office of Telecommunications, 63 p.
- PWS. (2020). *Navigating the rising tide of uncertainty: 23rd Annual Global CEO Survey*. [online] Available at: <https://www.pwc.com/gx/en/ceo-survey/2020/reports/pwc-23rd-global-ceo-survey.pdf>.
- Sondergaard, P. (2019). *Did Digital Die?*. [online] Available at: <https://www.sondergaardgroup.com/post/did-digital-die>.
- Tocci, R. J., Widmer, N. S. (2000). *Digital systems: principles and applications*. 8th Edition. Prentice Hall.
- Toffler, A. (1990). *Power Shift: Knowledge, wealth, and violence at the edge of the 21st century*. New York: Bantam Books.
- US Bureau of labor statistics. (2020). *Civilian unemployment rate*. [online] Available at: <https://www.bls.gov/charts/employment-situation/civilian-unemployment-rate.htm>.
- World Economic Forum. (2020) *The Future of Jobs 2020*. [online] Available at: http://www3.weforum.org/docs/WEF_Future_of_Jobs_2020.pdf.
- Zhao, D. (2020). *Work from Home: Has the Future of Work Arrived?*, Glassdoor Economic. Research. [online] Available at: <https://www.glassdoor.com/research/working-from-home/#>.
- Zoom. (2020). *Customers*. [online] Available at: <https://zoom.us/customer/all>.