ХАРКІВСЬКИЙ НАЦІОНАЛЬНИЙ ЕКОНОМІЧНИЙ УНІВЕРСИТЕТ
ІМЕНІ СЕМЕНА КУЗНЕЦЯ

ФАКУЛЬТЕТ МЕНЕДЖМЕНТУ І МАРКЕТИНГУ

КАФЕДРА МЕНЕДЖМЕНТУ ТА БІЗНЕСУ

Пояснювальна записка

до дипломної роботи

МАГІСТРА
(освітній ступінь)

на тему: «Удосконалення організації дистанційного управління командами в IT- компанії»

Виконала: студентка 2 року навчання,

групи 8.03.073.040.20.1

спеціальності 073 «Менеджмент»

освітньої програми «Бізнес-адміністрування»

Савченко Ю.С.

Керівник: к.е.н., доцент Мазоренко О.В.

Рецензент:

Харків – 2021 рік

CONTENT

INTRODUCTION

Modern realities and the need to improve the efficiency of the enterprise require a fundamentally new look at the process of organizing remote work. To do this, it is necessary to understand that personnel is one of the most important factors on the path to the company's success, and therefore the most comfortable conditions for working remotely must be created. In today's world, distributed teams have become a reality, some companies have been moving towards this for years gradually introducing automation, some planning, a separate narrow segment of employers believed that this was not possible. And what happened in the end? Remote work has become a reality for everyone at once.

Moving to remote work is perhaps the single greatest opportunity today to improve your company's happiness, diversity, economy, productivity, flexibility, talent pool and environmental impact. It's easier than ever to do this, and the world's most innovative companies are adopting it at an unprecedented rate. But while this can be an incredible opportunity for companies that use telecommuting, it can also pose a real threat to companies that don't.

The problems of organizing work remotely were developed and globally considered in the works of foreign and Ukrainian authors: I. Lytovchenko, S. Vasylyk, A. Malyukina, N. Nazarov, I. Matsikanych, K. Nemashkalo, O.Mazorenko, P. Drucker, T. Peters and R. Watmen, Scott D. Sink. But the peculiarities of remote work in IT company need additional research.

The paper discusses common mistakes in organizing work remotely, examples of successful organization of remote work.

The purpose of the study is to provide a theoretical basis and develop the practical recommendations for the organization of remote work in IT company.

To achieve purpose of study the following objectives should be solved:

−   determine the basic methods of organizing work from home;

−   define the concept of organizing remote work;

−   analyze the company, its activities and organizational structure;

–   select and analyze the current process of organizing remote work;

–   develop recommendations for improving remote work;

–   evaluate efficiency of the suggested measures.

The object of the research is the remote work in IT company.

Subject is methods and tools for organizing remote work in an IT company.

The information base of study are the following information and literary sources were used: textbooks, scientific articles and materials of scientific conferences, Internet resources.

The methodological basis of the research in order to achieve the objectives are the methods: morphological analysis, analysis and synthesis, survey methods, financial analysis, technical and economic analysis, PERT analysis, graphical method.

The practical value of research consists of development and implementation of a new methodology for managing a remote team, proof of the effectiveness (economic and social) of the improvements that have been proposed.

The work consists of introduction, three chapters, conclusion, list of references and appendixes.

1. THEORETICAL ASPECTS OF IMPROVING THE ORGANIZATION OF REMOTE TEAM MANAGEMENT IN AN IT COMPANIES

1.1. The concepts and features of remote work and remote team management

The modern world has changed. Now IT companies are gaining more and more momentum, the whole world is becoming digitalized. To make the working conditions for their employees more comfortable, some companies from the moment of their foundation began to practice remote work or a hybrid model (when the employee chooses whether to work from home or from the office). However, if we take into account the events of recent years (when the whole world was attacked by a Covid), more and more remote work began to be practiced in different companies, but of course, IT companies occupy most of it, due to their mobility, flexibility and to some extent readiness [18].

To work in the corporation remotely, special services and programs are used. Some accomplishment working hours, others – realized tasks. Staff member can work via a distant desktop: relate from an individual computer to a familiar server and work in a single system with all paper and access. The remote team communicates in messengers, correspondence or Skype. If work ask for especially equipment or software, the employer provides it or support to initiate it. The principal types of remote work. Almost any professional whose work is related to intellectual activity can work remotely: from a website developer, illustrator and SMM manager to a consultant for on-line sales of goods and services [12]. Habitual office professionals can also work remotely: lawyers, accountants, personnel officers and personal assistants to managers.

Many people often obscure the concept of remote work and freelancing [6]. The only common feature of these two types of work is the communication tool - the Internet. Newbies on the Internet do not yet know how remote work differs from freelancing. And they are distinguished by the following signs:

Remote work is considered traditional work with formalities, work schedule, boss, planned vacations, weekdays and weekends, deadlines and stresses. The workflow is the same as within the walls of the company, only outside the office.

Freelance means free labor [35]. That is, a freelancer is a free worker who has no connection with a particular company. He can work for several organizations, find customers and clients on his own.

And in my opinion, in one context or another, we can consider both terms to consider the history of the appearance of this phenomenon in the history of mankind (just remember their differences).

Freelancing develops more and more every day, as evidenced by numerous organizations that specialize partially or completely in remote work. Freelancing provides great opportunities, relieving people from routine office work and providing more time for themselves.

Americans J. Nilles and F. Skiff [13] contributed to the formation and development of remote work. J. Nilles [13] introduced the well-known term telecommuting and was engaged in the development of freelancing as a separate type of income. It was he who contributed to the development of the idea of remote activities and the very implementation of the project. Frank Skiff [13] coined the term "flexiplace", which is used in the modern world as a key word for this type of activity. Thus, he also made a significant contribution, without which there would not be a whole system of remote work today.

1972 was a significant year for the development of remote activities. This year, for the first time, the very idea of the work, which was put forward by the American J. Nilles [13], was expressed. He argued that for successful work, it is not at all necessary to travel to the office or to your organization every day. After all, this significantly reduces the level of working capacity and productivity of the population, wasting time that can be used with benefit.

In the process of developing the theory of remote earnings, J. Nilles [13] conducted many experiments. He drew up a report on the results of the work done. The experiment was a success, this theory caused a wave of interest from the public

and the American National Science Foundation, which allocated funding for the further development of remote work. The proliferation of remote work is now taking on new dimensions. People actively use this idea, finding new advantages in it that change their lives for the better.

Thanks to freelancing, the population has learned to save their time. After all, the opportunity to work anywhere and at any time convenient for them is developing, and more and more vacancies appear on the labor market that provide for remote work in the form of full or part-time employment.

The idea of remote work and the very concept of freelancing were initially appreciated by the population and even by the authorities. After all, the ability to work remotely solved a number of problems inherent in megacities. For example, transport problems that every resident of a big city faces on the way to work.

Freelancing provides remote employment wherever the person is. This makes any job more accessible. The population met this idea not only with interest, but also with general enthusiasm [9].

Initially, the term "freelance" or "remote work" did not exist. Despite the fact that the work is connected directly with the Internet, the workers bore the proud title of "teleworker" [61].

For a deeper understanding of certain meaning, such as "remote work". Let us consider how scientists define the concept of "remote work" (table 1.1). In addition, after that, a single definition of this term was derived.

Table 1.1

Morphological analysis of the term "remote work"

Author	Definition	Genus
1	2	3
H. Markarian [4]	A form of employment in which the employer and the employee (or the customer and the contractor) are at a considerable distance from each other, transmitting and receiving the terms of reference, work results and payment using modern means of communication.	Form of employment
S. Antropov [2]	A way of interacting with the employer, when the employee and the employer are at a distance from each other, and the results of work are transmitted over the Internet.	Way of interacting

1	2	3
L.Polovinkina [34]	An employment relationship that involves the performance of work duties by an employee outside the employer's office.	Employment relationship
Cambridge University [43]	The practice of an employee working at their home, or in some other place that is not an organization's usual place of business.	Practice
Margaret Rouse [44]	The ability for an employee to complete work assignments from outside the traditional workplace by using telecommunications tools such as email, phone, chat and video apps.	Ability
Code of Labor Laws of Ukraine [14]	It's a form of work organization in which work is performed by an employee outside the work premises or the territory of the owner or his authorized body, in any place of the employee's choice and with the use of information and communication technologies.	Form of work organization
J. Fraid and D. Heinemeier Hansson [30]	This is a job for a company, but not tied to an office. The specialist works in the state, receives a salary, but does not go to the office. And the work is done from a convenient location.	Job for company
V. Orlov [28]	It is the practice of organizing a workflow in which permanent or temporary employees work at home, instead of commuting to work in the premises of the tenant or customer.	Practice of organizing a workflow
Code of Labor Laws of Ukraine [14]	This is a form of work organization, when paid work is performed by the employee at his place of residence or in other pre-selected premises, which are characterized by the presence of a fixed area, technical means (basic production and non-production assets, tools, devices, inventory) or their combination production, provision of services, performance of works or functions provided by the constituent documents, but outside the production or working premises of the owner of the enterprise, institution, organization or its authorized body.	Form of work organization
A. Lushnikov [20]	Organization of work and / or the form of performance by the employee of labor duties, which could be carried out at the employer's premises, but is regularly performed outside these premises, using information technology to communicate with management and colleagues.	Organization of work

Conducting morphological analysis, I agreed with that remote work is sometimes also called telecommuting [53]. Based on the analysis carried out, I can conclude earlier that remote work is a form of employment in which the employer and the employee are at a considerable distance from each other, transmitting and receiving the terms of reference, labor results, the employee performs any work and payment for using modern means of communication (messengers /Skype, Zoom, Telegrams, Viber, Google meets, corporate chats, mail).

We should also talk about what kind of IT companies are and on what principles this or that company works. At the moment, there are 3 main types of IT companies: grocery, outsourcing and outstaff. What does each of the companies imply?

Product companies – these companies usually take a long time to develop their own products and this usually takes a long time. The product can be anything you want – a mobile application, a social network, or an antivirus. After all, everyone has heard the name of such IT product companies as Microsoft, Apple, Kaspersky Lab or Yandex, they are on everyone's lips. Hundreds, thousands, millions of people use their products every day, which in turn brings companies huge profits. In order to achieve such results in its niche, it is important for a grocery company to constantly keep its finger on the pulse of the market. That is why companies are constantly conducting marketing research, learning the needs of their customers and changing after them [21].

Pros are:

1.   Work not for the customer, but for the end user. It's nice to know that you are involved in what hundreds, thousands, or even millions of people use.

2.   Full immersion effect. In a grocery company, you don't have to constantly switch from project to project. This saves time for retraining and adapting to new teams and requirements.

Cons are:

1.   Strong market dependence. To stay relevant, a product company needs to have as many customer users as possible.

2.   The work is not always varied: from year to year, you can improve only one of the modules or even a sub-module of the product. Often, the list of tasks is limited only to bug fixing and support for a solution that was invented 10 years ago.

3.   Difficult to move from project to project. Even if a company creates a number of products, it can be quite difficult for an average employee to move to a neighboring department. The heads of departments form their own teams and often

do not even intersect with each other. Sometimes it is easier for an employee to quit and be interviewed for a more interesting project [21].

Outsourcing is the practice of transferring certain tasks and functions by a client company to a contractor company that specializes in a certain area. In other words, you involve a team of employees (this often happens) or an employee from another company and delegate certain tasks to your company. In the field of information technology, such work can be creating a mobile or web application, creating a product design, developing software, etc [51].

Advantages are:

1.   Reduced costs. It is generally cheaper to outsource a freelance development team than to find and hire full-time employees.

2.   Access to more qualified professionals. When outsourcing, you are not limited in your choice, as you can hire specialists with a set of unique skills around the world.

3.   Less effort spent finding, hiring and managing employees. Since the client does not need to lead the development team, there is no need to delve into the technical specifics of the process. The only challenge is constant collaboration with the project manager.

4.   Quick start of work. Due to the fact that companies offering outsourcing services have a variety of human resources, their specialists can start working immediately. If you're short on time, finding a remote development team will be easier and faster than hiring your own [51].

Disadvantages are:

1.   Communication problems. With remote collaboration, especially when it comes to a large time difference, misunderstandings can occur that affect work. But this is all solvable. For an effective development process, all appropriate communication channels and methods of collaboration must be established.

2.   Risk of leakage of important data. By transferring data to a third party, the client company is at risk of data leakage. Therefore, it is very important to look for bona fide and reliable contractors with a good reputation and reviews [51].

Outstaffing is the hire of a specialist working in a contractor company (outstaffer) to work on a project in a customer company. The specialist is part of the client's team along with other team members, his work is regulated by the management team. At the same time, the client pays the contractor company for outstaffing services under the contract, and he, in turn, pays the salary to the specialist [17].

Pros are:

1.   Eliminates labor disputes. When an employee enters into an employment contract with an outstaffing company, and not with a customer, this excludes the customer's participation in labor disputes that concern this employee, and liability for violation of the law to him.

2.   Simplifies HR management. Holidays and sick leave are issued by an outstaffer company. As a result, this reduces the burden on the client's accounting department and eliminates the need to provide separate social guarantees.

3.   Deals with financial matters. Outstaffer calculates, calculates and pays salaries and compensations. Deals with the payment of taxes and various fees.

Cons are:

1.   Financial losses due to cooperation with an unscrupulous agency. This can be avoided if the customer selects a reliable contractor who is legally entitled to provide such services.

2.   Outstaffing can reduce the rate at which vacancies are filled. Not all new hires are ready to work outstaff. This can slow down the employment of new employees in the company. Candidates with potential may "fall out of the race," and the rate at which vacancies are filled may be slowed down [17]. Outsourcing and outstaff are considered to be more profitable types. Often in Ukrainian IT companies you can find symbizos and see the outsource / outstaff model, for example 40/60. This helps to balance when one of the models "sags" a little [49].

As you can see, in each type of IT company, we are faced with the concept of a team and its management. Therefore, I propose to define what a remote team is, because, as we defined earlier, it is now relevant (table 1.2).

Table 1.2

Morphological analysis of the term "remote team"

Author	Definition	Genus
Wayne Turmel [56]	A remote team is a group of people brought together for a unified purpose or project.	Group of people
Claire Snowdon and Mark Bouch [59]	Remote team is comprised of team members who share responsibility for achieving defined objectives and who perform from a flexible mix of stationary, mobile and/or remote work environments.	Team members
Sandeep Kashyap [45]	A remote team is a group of professionals from various time zones, diverse skills and different culture working together on a unified project.	Group of professionals
Ariel Lopez [46]	A remote team is a group of workers who communicate and work together using digital tools.	Group of workers
Andrew Greenberg [41]	A remote team is a business that operates entirely from home offices.	Business

Based on the morphological analysis that we carried out, we can conclude that a remote team is a group of people (specialists) who work in different time zones, for example, from home, but on the same project.

Thus, it can be concluded that there are many people on the market who can do a certain job. We can also observe the current trend that remote workers, when handled correctly, can be more effective. This is a challenge for companies, of course. However, remote teams are primarily teams that still perform tasks, work on one goal.

1.2. Types, structure and peculiarities of remote team

The term "remote teams" is already defined earlier. However, remote command is a complex concept and there are different types / types of this kind of teams.

For now, there are three main types (fig.1.1) of remote teams: fully remote, hybrid and flexible. Let's define what each type means. In completely remote teams, all project participants work from home or a separate office. Hybrid Teams – some
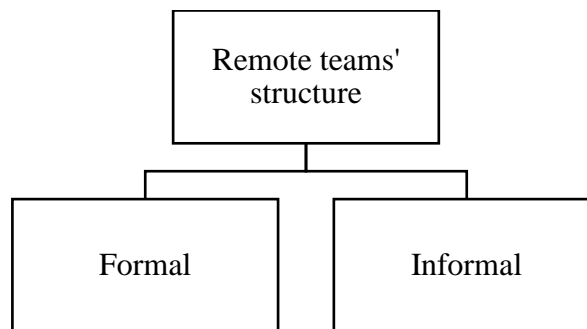
team members work in one location, while others work remotely. And flexible teams, where team members can work both remotely and from a shared space [53].

```
┌─────────────────┐
│  Remote teams   │
└────────┬────────┘
    ┌────┴────┬──────────┐
┌───────────┐ ┌────────┐ ┌──────────┐
│Fully remote│ │ Hybrid │ │ Flexible │
└───────────┘ └────────┘ └──────────┘
```
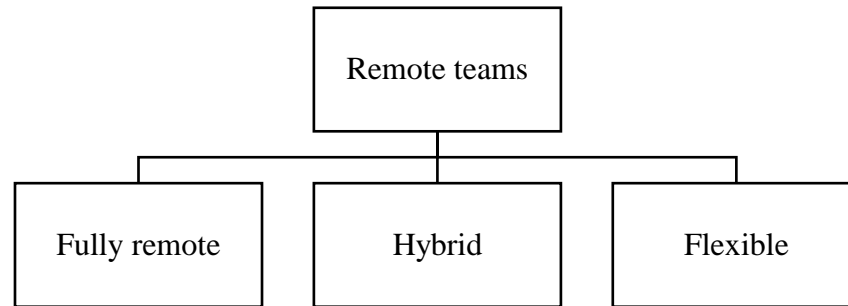
Fig. 1.1. Types of remote teams

Employees are more likely to be more productive and efficient if they feel that their personal efforts are contributing to the overall goals of the company. In order to create cohesion and increased accountability, managers of remote teams must focus on implementing formal and informal structural processes [57].

Let's take a look at these two kinds of remote teams' structures (fig.1.2).

```
┌─────────────────┐
│  Remote teams'  │
│    structure    │
└────────┬────────┘
    ┌────┴─────┐
┌─────────┐ ┌──────────┐
│ Formal  │ │ Informal │
└─────────┘ └──────────┘
```

Fig. 1.2. Kinds of remote teams' structure

A formal structure is a documented organizational structure. Scheduled meetings and written organizational policies all fall under the formal structure category. Having such a structure strengthens and improves the employee work processes that are agreed upon throughout the company. Employees will feel attached to their colleagues if they know they are part of a team working towards one goal.

Remote workers are people who work well independently. However, regular and scheduled meetings (in this case, calls) can help prevent these employees from feeling isolated, detached, and distant, creating a routine and space for face-to-face communication. These call-meetings also help keep employees on track and keep them off course and forgetting that they are part of a larger team. Managers should review documented structures and company-wide announcements with remote employees on an ongoing basis to remind them that the company they work for has a purpose and that the rules do exist and have not been overridden, even if the entire team is working remotely [57].

At the same time, motivating remote workers begins with how managers communicate with them. Informal structures are associated not so much with organizational systems as with human relationships and patterns of behavior. Structured or planned informal communication with employees stimulates interactions that are critical to productivity.

To create an informal structure with remote employees, managers can commit to quickly contact team members individually via video calls, instant messaging on a regular basis [5]. If managers regularly communicate with remote team members at the same time, employees will get used to this mode and will already wait for these calls, because the informal structure has just been created.

Having a formal structure is essential for enhancing accountability in remote teams, as it emphasizes that there are certain processes to be followed and goals to be achieved. Structured communication techniques that are developed through meetings and informal calls increase engagement because employees will feel engaged and value themselves as individuals and the value of their day-to-day work as an employee as it relates to the success of the organization in which they work [47].

Each remote company has a different approach to team building, but to summarize, the most successful remote teams have something in common [54]:

Remote commands are cross-functional. The ideal remote team is made up of designers, developers, marketers, HR and support specialists - everyone who needs to complete a project, mostly in-house, from start to finish.

Remote commands are self-contained. Project managers need to be fully involved with the team while the project is underway as they also contribute to the composition of the team. And, in my opinion, project managers are the "foundation" of the team.

Remote teams only work on one project at a time. Regardless of whether team members work together or not, you need to strive to ensure that all team members are working on only one project at a time. This is especially important on a remote team, where you can't easily reach out to every team member to see if they're overwhelmed.

Remote teams realize that they cannot do everything. Hiring freelancers, contractors, or part-time employees can be a great way to fill in the gaps. Make sure you treat them as a full-fledged team member, as an individual, and not as a mercenary force [48].

Of course, one should not forget that managing a remote team entails a number of problems, which is why managers wonder how to manage people they rarely see in person. Below you can familiarize yourself with the list of challenges that managers face under these conditions.

Lack of clear expectations for results. As a leader, it would be a mistake to think that people always know what to do. That is why it is very important to make sure that everyone clearly knows and understands what is expected of them.

Lack of trust. The fact that employees are part of your team means that you trust them. If there are employees you don't trust, this can be a signal that you should rethink your search and hiring system. Treating employees who work remotely as if all they want is to make money for the company by doing nothing, negatively impacts teamwork and engagement, and thus the achievement of goals [38].

One of the big challenges in managing employees from different countries is cultural differences, as people have different career paths and different family backgrounds. Therefore, many managers lack the knowledge to manage teams with different cultural differences. People from different cultures have different work ethics, and you will be surprised how differently they approach their workday.

Another big problem in managing a remote team is the time zone difference, which leads to communication problems. When a supervisor manages remote employees scattered around the world, scheduling appointments can be challenging because it is really difficult to find a time that is convenient for you and for the individual employees.

Another big problem in managing a remote team is the time zone difference, which leads to communication problems. When a manager manages remote employees scattered around the world, scheduling appointments can be challenging because it is really difficult to find a time that is convenient for both the manager and the individual workers [33].

Well, we have already familiarized ourselves with the structure of a remote team, with the difficulties that teams and managers face. Now we should also mention the positive aspects of remote team and remote work.

No daily trips to the office. It's pretty obvious, but it's an incredible benefit of working remotely. Just think: hours spent in traffic are gone with remote work. Not to mention the hours saved - your time (and your team's time) is valuable [23]. Working from home on a full-time basis gives employees extra time to focus on important tasks and work in general, rather than worrying about traffic.

You can create a flexible schedule that suits you. More and more companies are adopting the attitude and philosophy of "if a job is done well, we don't care when you do it." Telecommuting allows you to plan your daily activities according to meeting schedules and task deadlines.

More effective team calls. Telecommuting can really help you conduct more effective meetings by setting an agenda ahead of time in the description of a planned call or only agreeing to calls that have a specific purpose and importance for each employee.

Fewer distractions when working from home. When you work remotely, you are in control of an organized office environment [7]. This means you can create space and atmosphere and reduce distractions, which of course affect productivity. In addition, some people think that working in the office with others can be distracting -

you can often be called for coffee and have small talks, which distracts you from the task at hand.

Better overall health. The final plus for working remotely is the flexible remote scheduling, which makes it easier to find time for sports, going to the doctor, or paying attention to your body and health. It also makes it easier to eat healthy meals at home (regardless of whether you cook yourself or order something pre-cooked) [55].

And finally, I suggest you familiarize yourself with activities that will help improve and standardize the organization and management of a remote team.

Find the right people. No matter how cool remote work is, unfortunately, not everyone can work well in a remote environment. Likewise, not everyone can be controlled by a remote team. Thus, managers need to be extra vigilant when recruiting new members to their teams. In remote conditions, people must understand the importance of results and goals and, more importantly, share them. While such people certainly need guidance, they should be able to get the job done no matter where they are. This means that such people need and can be trusted to achieve results with minimal supervision. Identifying the right people for the team and company in the short time that an interview allows can be a daunting task.

Performance in any workplace depends on how you think things through and the structure. It's easy to disconnect when employees work in different locations. Soften this by creating a team pace that is comfortable for everyone on the team. There should be a clear schedule of meetings / calls, and employees should know what different employees are doing, what results they bring in order to have an idea of where they are in the process. When creating this pace for remote workers across multiple time zones, it is important to make sure that the burden of inconvenience is not borne by employees [38].

Don't overload your employees. When employees are in one place (most often in the office), it is easier for the manager to see how busy the employee is, whether it is necessary to add tasks or, on the contrary, to redirect something to another team member. You can notice every little thing: that the employee does not have lunch or

leaves late every day. You don't always understand what telecommuting is. If not taken care of, employees can become overwhelmed and burn out. If you have no other choice and need to send an employee an additional urgent task, it is better to ask how this will affect his other tasks and deadlines for these tasks. The employee can then guide you on how much time he needs to add to the tasks that will be affected [33].

Encourage social interaction. You need to find ways to ensure that none of your team members suffer from social isolation. This can be accomplished through the creative use of technology to grab attention. You can organize a Coffee Break where employees can interact and exchange information and news. Another good idea is to have a chat room always open. Using chat, remote employees can make inquiries and exchange information.

Treat all employees equally. Some teleworker managers can simultaneously manage teams of employees who are in the office and who work remotely. In such a situation, it is easy to come to the conclusion that one group will receive more attention, and therefore benefits, than another.

Support emotionally. In a remote environment, team members face different emotional challenges than those in the office. Some people find it difficult to manage their time. A manager can become a source of trouble for team members if he does not respect the fact that even if they work remotely, they also rest, they too may not be available. Unless it is an emergency, you should keep in touch within reasonable hours. To provide emotional support, it is necessary and very important to always keep in touch with your employees and ask them what they need.

Look for opportunities for interaction. One way to motivate employees to get to know each other and to feel less isolated from society is for the leader to find opportunities for collaboration [24]. Instead of having one employee work on one project himself, find ways to get remote employees to complete projects in small teams.

It is necessary to help employees understand the values and mission of the company. While they may work remotely, they need to feel in every way part of the

company, part of something larger. You can also find a way to align your company's values with those of your employees by selecting and hiring new employees based on your existing values as a company.

With the growth of the company, with the increase in the number of employees working remotely, the number of companies that offer distance learning has increased accordingly.

Remote workers do not have the opportunity to interact informally with managers in the same building so that they can provide both formal and informal feedback. In addition, because employees may not be able to see others doing things, they can always fear that they are not meeting the standard of work [38].
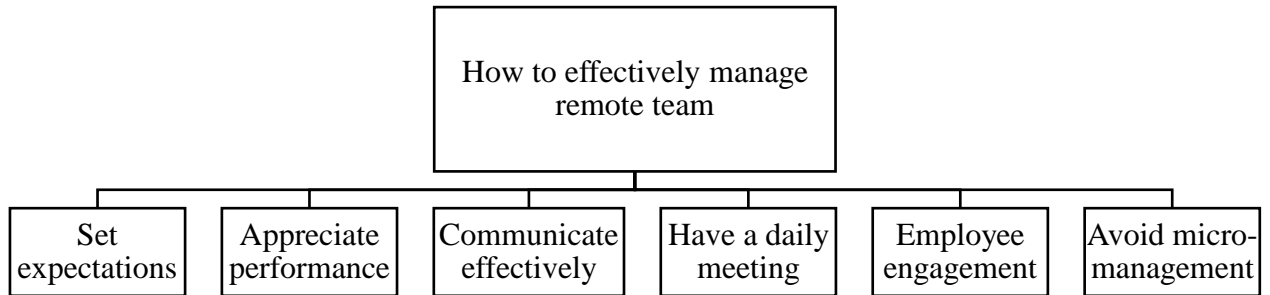
The modern global market and the current situation in the world with the Coronavirus epidemic have led to the fact that many employees switched to remote work (voluntarily or not very much). This trend will continue after the end of the pandemic. Management now needs to rebuild and revise its team management skills. By understanding the rules for effectively managing remote workers, managers will be able to continue to maintain the productivity of their department.

1.3. Methods and tools of remote team management

During the crisis, the demand for flexible forms of employment is growing – both on the part of employers and on the part of performers. Companies, due to temporary contracts, manage to cope with an increasing number of tasks, even if it is forbidden to hire new employees. And specialists who have been left without their main job, who, due to the same hiring freeze, find it difficult to get a job in a new place, find application of their knowledge and skills among freelancers [12].

Researchers have estimated [58] that by 2022, about 1.87 billion employees (40% of the world's working-age population) will work remotely. But due to the coronavirus situation, many companies have already switched to telecommuting. Therefore, it is time to learn how to effectively work with your employees at a distance.

Due to the current contingency scenario, companies have started to work remotely, but building a culture that supports and nurtures a remote workforce is not easy to organize and maintain. To address the up-front hurdles that managers face when managing a remote team, here are some tips (fig. 1.3.) for working with a remote team [39].

```
                    ┌──────────────────────┐
                    │ How to effectively   │
                    │ manage remote team   │
                    └──────────────────────┘
```

Set expectations	Appreciate performance	Communicate effectively	Have a daily meeting	Employee engagement	Avoid micro-management

Fig. 1.3. Tips for working with remote workers

Set Expectations - as the project adapts to the work style, give the team time to get used to the changed scenario. Don't expect full productivity from day one. Gradually, work should be done to establish expectations. What an employee should do should be clear to him. Therefore, at the beginning of the project, the final goal to be achieved should be discussed in detail. At the same time, tasks should be easily visualized. It is also necessary to clearly understand the final results of each task and the time required to achieve it. It additionally helps assess the performance of team members and empowers the employee with the right tools to achieve the goal [39].

Recognition is a way of communicating that an employee is doing a great job. This not only helps to increase employee motivation, but also keeps the team competitive in terms of productivity. This Employee Recognition is gradually fading into the background in the case of Remote Work. On the other hand, teleworking has a greater sense of privacy. The understanding that the employee is fruitful is gradually lost due to the lack of feedback. Therefore, it is necessary to constantly emphasize achievements. Alternatively, the company can arrange for the awarding of employee benefits at their place of residence [39].

In a situation with a remote team, communication is a serious barrier that needs to be overcome. In an office environment, employees are accustomed to approaching colleagues and telling them about progress or problems. But in the case of remote staff, you have to rely entirely on tools. Establish communication norms, for example, an email can be answered within 2-4 hours, a message to messengers requires immediate action, and phones should only be used in high-priority situations. This helps keep the team responsive and doesn't keep you waiting for a response [39].

Daily meetings go into autopilot mode in every project as soon as the participants are assigned their tasks. Until managers foresee any problems in the near future, they relax, believing that everything is working according to plan. However, most critical issues are identified at the very last minute, resulting in deviations from the project plan, deadlines and additional costs. Therefore, it is necessary to receive daily information about the status of each task. Daily video call meeting with all employees will solve the problem. Group calls maintain team spirit and eliminate feelings of detachment [39].

Trust your team. Obviously, the manager will not have constant visibility of what the team members are doing on an ongoing basis. By assigning them tasks to be completed, you need to give them the freedom to get the job done according to their schedule. Trust is a critical factor when dealing with remote teams. Attempts to manage every aspect of achieving goals turn into micromanagement [39].
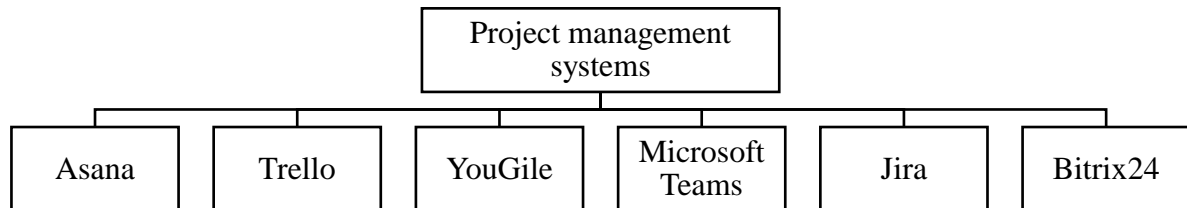
When working remotely, it's easy to feel isolated and distant from the company. Even if the team works remotely, efforts must be made to maintain employee engagement. For example, mass celebration of birthdays and anniversaries by video call contributes to the formation of team spirit [39].

To get started, divide all remote employees into several teams and assign leaders. It is believed that one distributed team under the control of a manager should not have more than 8-10 members. Large teams are harder to manage, especially remotely.

In Canva's editor, create an organizational chart for your company or a specific department that makes it clear which employee you can turn to for help. Send the link

to the org chart to your employees so they can provide information about themselves and upload a photo. Each member of a remote team must understand with whom to interact at work.

Choose a remote team and project management system. To manage a remote team, you need to create a "virtual office". It will concentrate the main work with

```
              ┌─────────────────────┐
              │  Project management │
              │      systems        │
              └─────────────────────┘
  ┌───────┐ ┌───────┐ ┌────────┐ ┌──────────┐ ┌──────┐ ┌──────────┐
  │ Asana │ │Trello │ │YouGile │ │ Microsoft│ │ Jira │ │ Bitrix24 │
  │       │ │       │ │        │ │  Teams   │ │      │ │          │
  └───────┘ └───────┘ └────────┘ └──────────┘ └──────┘ └──────────┘
```

projects (fig. 1.4.).

Fig. 1.4. Project management systems

Asana is a handy planning and project management tool used by Uber, AirBnB, and Pinterest. Here you can communicate with a member of a remote team, post project tasks, and monitor employee productivity.

Trello is a colorful and intuitive platform where you can create project boards, assign a certain participant to be responsible for a certain task.

YouGile is another simple and convenient project management and team communication system. You can subscribe to any task, discuss it, and receive notifications.

Microsoft Teams is an enterprise platform for creating a workspace. It has all the necessary tools for teamwork (chat, file sharing, video and audio communication, notes) [29].
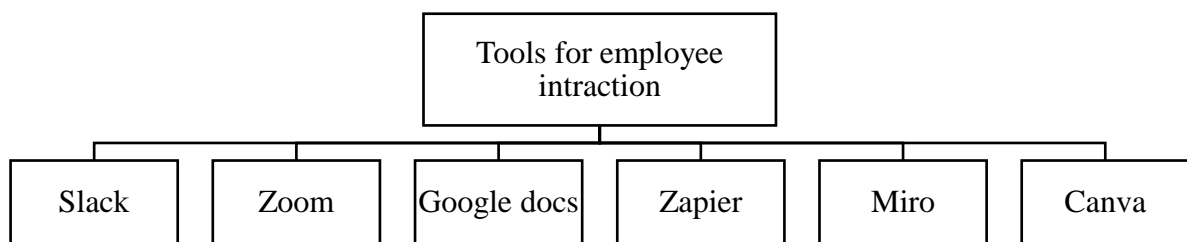
Jira is a powerful CRM system equipped with a variety of essential business tools and integrates with many cloud applications.

Bitrix24 is a Russian platform for large projects that combines the ability to manage a remote team, interact with clients, analytics, call center, scheduling, task

distribution, reports. You can control how much time an employee spends on solving a problem.

Try several platforms and choose one that you like best in terms of the interface and capabilities that your team needs. For example, Trello is suitable for managing a small remote team, but Bitrix24 is an excellent solution for large projects.

Pick up additional tools for employee interaction (fig.1.5.). It is important to find convenient programs for working remotely with projects and for communicating with each team member.

```
                    ┌─────────────────────┐
                    │  Tools for employee │
                    │     intraction      │
                    └─────────────────────┘
  ┌────────┬────────┬──────────┬────────┬────────┬────────┐
┌────────┐┌────────┐┌───────────┐┌────────┐┌────────┐┌────────┐
│ Slack  ││  Zoom  ││Google docs││ Zapier ││  Miro  ││ Canva  │
└────────┘└────────┘└───────────┘└────────┘└────────┘└────────┘
```

Fig. 1.5. Tools for employee interaction

−   Slack is a convenient corporate messenger for communication and file transfer. Seamlessly integrates with Trello and many other apps.

−   Zoom is a video conferencing platform that can be attended by several hundred people. Integrates with DropBox and Microsoft Outlook.

−   Google Docs is a resource for working with documents, allowing participants to simultaneously make edits, leave comments and communicate.

−   Zapier - the program helps to parse the routine. Can be integrated with Gmail and Trello so emails automatically become new tasks.

−   Miro is an interactive board for ideas and reflections. You can draw, write, glue stickers.

−   Canva is a teamwork tool that makes it easy to create social media graphs, charts, reports, presentations, posters and more.

Take care of corporate security. Employees store business information on laptops and smartphones, so it's important to protect this data. Use special software

for information security. Also make a compelling presentation of Canva to your distributed team with basic online safety guidelines.

Protect employees from information reset. Sergey Kuleshov, Deputy General Director of 1C-Bitrix recommends "to reduce all chats, emails, conference calls to 1-2 programs. Because it is extremely difficult to work with many tools, switching from one messenger to another takes time and effort.

Choose one CRM system, one messenger, one video calling software for your team, and this will be enough for a small business.

Invest in the right hardware and software. For good communication, we recommend that you provide employees with a headset (headphones + microphone). Consider what tools and accessories your remote team might need.

Listen to suggestions from employees about the need to use any programs for work. For example, SEO professionals may need the Key Collector program, so buy a license for specific employees only.

First steps in managing a remote team. The "virtual office" is ready, now you need to deal with employee training. Remotely explaining to a person what is required of him is not easy. The manager needs to properly set up business processes.

Formulate the ground rules for a remote team. First, write down how you see your remote team's working day and write a guide for how to work.

Prepare online training documents for telecommuting. You can record videos or screencasts for remote employees so that they understand in which programs, on which platforms they will have to work with the rest of the team.

Focus on visual content. During telecommuting, you will need to explain something to employees, for this use visual content. Graphs, tables, charts, posters, checklists can be made in Canva, printed and hung in the workplace.

Assign a curator for a new employee. The curator will help you figure out the work process, answer the newbie's questions and provide friendly support. Skyeng, which employs 90% of its employees remotely, advises making daily appointments during the first week. Discuss with the new employee what he did, what difficulties arose and why.

Make your schedule flexible. Some employees are productive at 7 a.m., while others are more comfortable starting work at noon. GitHub, the largest web service for hosting IT projects, advises allowing employees to self-manage their time.

If the members of the distributed team live in different time zones, agree on a convenient time for everyone to be in touch. Don't forget about national holidays. Therefore, it is better to keep a general calendar, where it will be clear on which days which employee has a holiday. To do this, you can use the Calendly program or Google calendar.

Work process and motivation of distributed team members. A good manager should be an example for the whole team. Show employees how to set goals, complete tasks, maintain discipline, and be independent in their work.

Choose those employees who know how to work remotely. The first step is to assemble a team of specialists who know how and like to work remotely. Not every person is ready to be remote. Someone is constantly distracted by household chores, cannot sit still, often is not at the workplace, it is difficult to contact him via video link.

Therefore, we recommend testing candidates for the ability to work remotely for 2-3 days. If a person is not quite suitable for such a job, then it is better to offer him a vacant office place [45].

Build trust in your team. Start with yourself. The manager's openness will make other team members feel relaxed. Share photos of your home office, family, pet, and build friendships with employees.

Motivate employees to achieve their goals. According to HeadHunter 2020, employees need not only material motivation, but also career opportunities, extra days off, a comfortable workplace, bonuses, and training courses. Therefore, be sure to introduce an internal reward and motivation system for your distributed team.

For example, you can make a bonus system. For help in solving problems, each employee will have the opportunity to give bonuses to colleagues. At the end of the month, the accumulated bonuses can be spent on additional time off or corporate gifts.

Motivate employees to continue to develop in their field or related fields, pay for courses if necessary. Consider creating goal lists or checklists in Canva so you can visualize employee aspirations and accomplishments.

Focus on results, not activities. Many managers make a big mistake in managing a remote team - they start tracking every step of their employees. This leads to a reluctance to work effectively and damaged team relationships.

Forbes recommends that managers focus on results rather than monitoring every hour they work. Get away from micromanagement!

Let the employee manage their time and prioritize tasks on their own. After all, you have assembled a team of specialists, not interns. You can monitor employee performance without oversight in the CRM system.

Remote team communication. The main problem of remote work is communication and distance barriers that prevent project participants from feeling like a team. Employees feel like strangers who cannot meet in person, chat in the office, have coffee together at lunch, and participate in a "live" discussion of project tasks.

The manager must help his team to break down barriers, create a friendly environment for teamwork and creative interaction. Here are some tips that have helped many companies bridge the virtual divide between employees.

Don't limit your communication to text chat. When communicating, people use about 10,000 non-verbal cues per minute. Therefore, personal contact is necessary in order to better understand each other. Periodically communicate with employees via video link, arrange mini-conferences.

Use emoticons when communicating with colleagues. Some companies think that emoticons are outside the scope of corporate etiquette, but this is not the case. Sara Rosso, director of marketing at Automattic, said that she constantly uses emoticons when communicating with colleagues. This is necessary in order to understand each other's emotions.

Video calling is great, but not everyone is ready for this type of interaction every day, so use emoticons to convey your mood.

Make GIFs or stickers for your company. The challenge for graphic designers is to make cool stickers for your remote team. For your lunch break, you can make a sticker with an employee who always eats whenever you write to him. To acknowledge the new challenge, make a funny "accepted" gif of the person who says so most of the time. Stickers and GIFs will cheer you up and dilute your workdays.

Chat for non-working communication of employees. In an ordinary office, employees can chat in the corridor or in the kitchen; in a virtual space, this is not possible. So, make an informal chat. In it, you can also talk about everything: about the graduation of your son, about the birthday of your wife, about trips out of town. Let this chat always be open in the background, it creates that very sense of presence.

Advise employees not to check mail outside of business hours. Many employees answer work emails even in the middle of the night, this should not be the case. A person must rest and clearly distinguish between working and non-working hours. Otherwise, such an employee is subject to rapid burnout, as a result, he will cease to cope with his work duties due to chronic fatigue. Tell your team not to forget the 8-8-8 principle (8 hours of work, 8 hours of sleep, and 8 hours of rest).

Recreation and entertainment for a distributed team. The secret to the success of a remote team is a friendly atmosphere, fun communication and trust. Friendships can be kept at a distance, even if you have never met in person [27]. The task of the manager is to unite the team and set them up in a positive way.

Have fun get-togethers. Get together in video chats as often as possible to get to know each other better! Talk about the weather, your hobbies, share your skills, advise films, discuss computer games, host "remote" dinners. All this is necessary in order not to feel lonely. Create a remote office that is fun and cozy for all project participants.

Arrange remote games. Miro has prepared a list of 15 fun games for the remote team. For example, the game Painting Your Life can be played using Canva's editor. Invite each member of the distributed team to create a photo collage of three items on the desktop.

Create a shared board in Miro or Trello where each employee will post their photo collage. Then make a video call and have fun discussing why a particular person chose these items. Games like this help you get to know your colleagues better.

It is important to build trust with each team member [32]. This saves a lot of problems, but is not always achieved in job conversations. The first step to finding out what motivates a particular freelancer is to learn more about each of them, their interests, families. You will spend a certain amount of time on this, but, in turn, you will get more value from remote workers. Some like to be praised publicly, others like being praised in private, others like both. By figuring out the motivation of each remote worker, you can estimate which time is more convenient for them. Some people are early risers and work most efficiently in the morning, while others find it difficult to start the day without a cup of coffee. You can motivate your employees when you know what time of day they can do more and the type of motivation that works best for them. What motivates one person may not always be appropriate for another. It may take time and effort for management to get to know each employee better and figure out their motivating triggers. Sometimes it's a good idea to ask why your employees are choosing to work remotely. In most cases, this is a flexible schedule and an opportunity to maintain a balance between personal life and work. So, try to give them as much time as possible to complete a specific task, and if they miss the deadline, find out if they have the same motivation. Many experienced freelancers say it's all about the manager who provides support. A freelancer first of all needs self-motivation, but the support from the manager significantly increases productivity [31].

Most of the recommendations boil down to the fact that constant communication is a key factor in successful interactions between a manager and a remote team. While freelancers tend to prefer a quiet and efficient home environment, constant supervision is important. If remote employees have the feeling that they have completely forgotten about them, they usually do not stay long with the company. Therefore, it is worth regularly learning how their projects are

progressing, what progress has been achieved. A section called "meeting with the team" might appear on the company's website, and if employees live nearby, try to see them more often.

2. COMPREHENSIVE ANALYSIS OF THE LLC "FRESHCODE"

2.1. General description of the enterprise activity and its organizational structure

Based on the enthusiasm, the dream to create their own company and the expertise, the three developers decided to start their own business. So, on April 14, 2014 (at a not very calm time for Ukraine) the Freshcode company was established. An IT company originally from Zaporozhye, now it employs 140 people, 2 offices (Zaporozhye and Kharkiv), more than 60 projects. Actually, for now "Freshcode" is little holding. Under lable "Freshcode" there are 3 main activities:

– LLC "Frescode" – software company;

– learning center "Freshcode";

– "MarketFit agency" – marketing agency.

Since the main office of LLC "Freshcode" is located in Bulgaria and financial statements are not provided according to Ukrainian standards, the training center "Freshcode" "became the basis of practice. However, the training center is only a part of "Freshcode", then there was an opportunity to analyze the activities of an IT company and the object of the study was LLC "Freshcode".

And if we speak about software, it has 3 main directions:

1. Web development. Developers provide full-range web development services using only credible, tried-and-tested frameworks, and libraries.

2. Mobile development. We're ready to increase your potential customer scope and develop iOS and Android solutions for your project.

3. UI-UX Design. Our design team understands the importance of visual brand awareness and can help you create corporate identity, prototypes, and more.

There are several phrases that very aptly describe the company: "We are open to those who want more and are ready to work on themselves" and "Unlock your potential". The last phrase is a kind of mission of the company – "Freshcode" helps talented and ambitious professionals to reveal their potential [50].

Growth, trust, proactivity, curiosity, humor are the values of the company. For the company, first of all, human qualities are important, and only then - skills and abilities. These values help to grow while maintaining a friendly company atmosphere. "Freshcode" empowers everyone to reach their potential. For this, the company builds honest, long-term, trusting relationships. As employees say: "We are not afraid of difficulties and responsibility for our actions. Every day we strive to learn and try something new. We also love to laugh and have fun". Our key principle is value - for value. We believe that:

− entrepreneurs around the world deserve high-quality IT services that will help them take their business to a new level;

− you deserve a comfortable, democratic and professional work environment in which you can reach your full potential.

"Freshcode" culture code are principles, that help company achieve our goals. Core principles [50]:

1. Unleashing potential.

2. Proactivity.

3. Curiosity.

4. Right to error.

5. Humor.

Customers of "Freshcode" can be divided into 3 conditional categories: startups (help with MVP development), medium-sized companies and large enterprises (consulting on improving systems or maintaining old code and writing new ones).

Many of the projects are under NDA – non-disclosure agreement (for obvious reasons), but there are those clients that are open to the whole world. And here are some of them:

1. "TCHOP". A unique application for aggregating content and news, discussing them with employees, customers or business partners.

2. "Eurovision". Development of a highly loaded server infrastructure for Eurovision. System performance - up to 100,000 requests per second.

3.   "Total". Optimizing CRM for one of the divisions of the 4th largest oil company in the world. Reduced the project deployment time from 3-4 days to 1-2 hours.

4.   "No white walls". A London startup is a convenient platform for finding long-term rentals, roommates and tenants.

As I said, now the company has 140 employees, including developers, and administrative personnel, and the C-level. 101 men and 39 women. 22 employees are 18-22 years old, 55 people are 23-26 years old, 27 are 27-31 years old and 36 employees are 32 years old. The organizational structure of the company is given in Fig. 2.1.
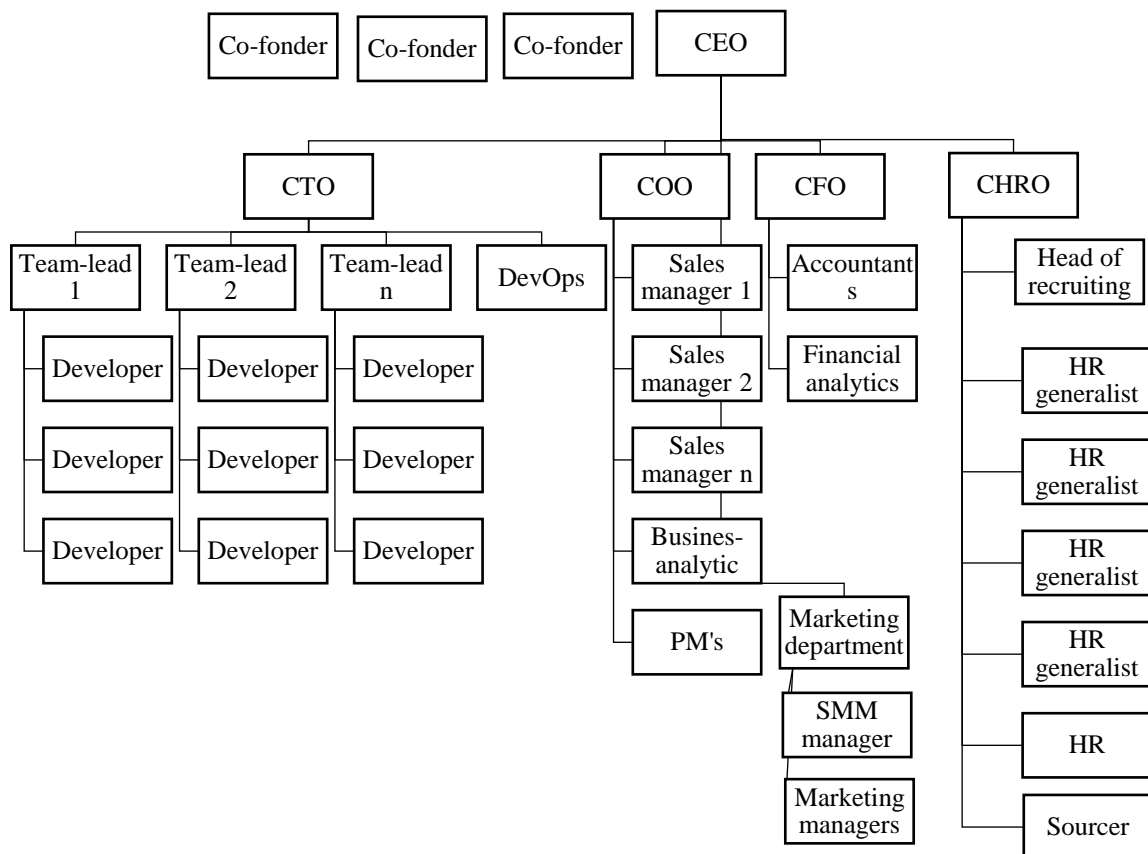
Fig. 2.1 The organizational structure of the "Freshcode"

In general, there are 140 people:

−   3 Co-founders;

−   1 CEO;

- 5 Heads of departments;

- in HR 9 people: 1 CHRO / 1 Head of recruiting / 6 HR generalists / 1 HR;

- there are 7 people in PM's team: PM officer and 6 PM;

- there are 74 people in development: CTO, 64 developers, 1 designer, 5 tester (QA);

- there are 5 people in Marketing: 3 marketing managers, 1 content writer, 1 marketing designer;

- there are 4 people in sales;

- 7 people for financial activity: CFO, 2 accountants, 1 financial systems developer, 3 financial analysts;

- 15 people at learning center;

- 2 people at marketing agency;

- others have 4 people: lawyer, office manager, sys admin, TOP assistant, staff coordinator.

Now let's consider every position. The activities of each division of the organizational structure:

CEO: (Chief Executive Officer) - the highest officer of the company (President, Chairman of the Board, President, Chief Executive). Determines the general strategy of the enterprise, makes decisions at the highest level, performs representative duties.

HR (Human resources) department:

Head of HR is a strategic manager, his responsibilities include the formation of the personnel policy of the enterprise, which includes the development of a personnel training system, maintaining a healthy psychological climate in the team, and employee motivation. HR Manager is classified as a manager. Its main task is to ensure the efficiency of the human resource. The activity is aimed at the internal resources of the company. HR-generalist is a multi-armed HR who understands all the romance of HR responsibilities and mainly in a single person: budgeting, full-time management, recruitment, onboarding, events, training, motivation, etc.

Recruiter: the activity of recruiters is focused on work in agencies (recruiting, staffing) and is connected with mediation between employers and applicants of various kinds. The activities of external and internal recruiters are distinguished. The activities of external recruiters are aimed at consulting and knowledge of the labor market. The activities of internal recruiters are aimed at selecting personnel for the needs of their own company.

Finance department:

CFO (Chief Financial Officer) is one of the top managers of the company, responsible for managing financial flows of the business, for financial planning and reporting. Determines the financial policy of the organization develops and implements measures to ensure its financial stability. Supervises financial management based on strategic goals and development prospects of the organization, to determine the sources of financing taking into account market conditions. Accountant: this specialist is engaged in the organization and control of the department, conducting accounting and tax accounting, working with foreign exchange transactions, foreign economic activity, contracts with suppliers and customers, preparing and submitting financial, statistical and tax reporting, analysis and optimization of taxation and costs, interacting with controlling bodies and the preparation of brief financial reports and analytical reports. Systems Developers create and maintain software applications for financial institutions. These applications may enable point-of-sale transactions, buying or selling of mutual funds, pricing of insurance, or any range of services. The Systems Developer role is also referred to as Application Developer or Programmer. Financial analyst - the key factor that symbolises a company's development and existence is the degree of productivity attained. There is a close association between using financial assets and the profit generation for a business firm. Financial analysis is obligatory to decide the financial wellbeing and solidity of a company. It assists in knowing the current economic position and impending financial requirement [1].

Sales department:

COO (Chief Operating Officer) - Chief Operating Officer; one of the executives responsible for day-to-day operations, day-to-day operations of the corporation under the supervision of the CEO and / or board of directors. The company is the main sales department. Sales managers are a specialist who is responsible for communication with the client: starting from the first meeting (or call) and offering the services of an IT company, to concluding a mutually beneficial agreement. It is these people who bring new customers to the company (leads - leads) and this is not so simple. A sales manager must understand the full process of developing an IT product for his company and understand what can be promised to a potential customer.

CTO - Technical Director is a leading position in companies. One of the leaders of the corporation, responsible for its development and development of new products; He usually manages the entire technological part of production.

PM is a specialist whose main task is to manage the project as a whole: designing and prioritizing, scheduling tasks, monitoring, communication, and quickly solving problems. PM's objectives can be classified as tactical and strategic. Tactical - this is the solution to the everyday issues of the project, the removal of obstacles from the team. The strategic ones are to coordinate the overall goal of the project, the path to it, as well as the speed of movement.

On the other hand, PM's tasks can be grouped into 3 groups:

− achieving the goals of the project and the client (effective completion of the task, ensuring a high level of customer satisfaction);

− achievement of the goals of the authorities and the company (financial indicators);

− achieving the goals of team members (motivation, assistance in the implementation of career goals, conflict prevention).

The main goal statement for PM's is: "We need this to work, which implies that the team will deliver results in a reasonable amount of time with a reasonable level of quality".

Developers (back-end) is a specialist who is engaged in the program-administrative part of the web application, the internal content of the system, server technologies - database, architecture, program logic.

Designers (front-end) are developers who are engaged in creating the client part of the site, layout of the site template and creating the user interface. Typically, a front-end developer is a jack-of-all-trades. He simply must possess the talent of a designer, be a skilled layout designer and a good programmer.

The tester (QA - quality assurance) is a specialist who is engaged in testing software in order to identify errors in its work and their subsequent correction. The main task is to find in the program, application, game or other product all possible errors and problems. He develops testing methods, in particular, in some cases; he can use the testing automation system to carry out the same process with different settings.

Marketing department:

A marketing manager performs the whole range of marketing tasks facing the company: marketing analysis, positioning a product (product) on the market, studying consumer behavior, analyzing the competitive environment and market situation, carrying out marketing planning, and providing the necessary analytics for effective branding and advertising. The marketing manager stands at the intersection of product and market. It also influences the improvement of the most marketed product. SMM specialist is a specialist who promotes a company, brand or product on social networks. He participates in the development of a promotion strategy and draws up a budget. His responsibilities also include creating communities and regularly filling them with content. An SMM manager should attract subscribers and «opinion leaders», encourage people to communicate, hold contests and promotions, competently respond to criticism and work with targeted and contextual advertising. SMM specialist is engaged in promoting the brand, company, event in social networks. Such a promotion is suitable for any business, since any target audience spend most of the day in it. In a broad sense, the SMM specialist must build brand communication with potential customers and create a positive image.

Other:

Lawyer: solves both issues of tax law common to the entire company and tasks specific to this industry. He is obliged to navigate the regulatory framework associated with this industry; Respect for intellectual property rights among software developers; Our company's IT lawyers work with non-residents, which is often the case in high technology; services of a tax consultant.

Office-manager is a person who buys stationery, keeps documentation, and monitors the condition of equipment, ensuring the ongoing work of the office. This employee is responsible for the smooth operation of the office, performing small but very important work.

TOP assistant: The position of assistant manager in the labor market has arisen relatively recently. Based on the job responsibilities, it can be summarized that the personal assistant is the same as the manager's secretary, but with expanded responsibilities. The fact is that the work of a personal assistant is not limited only to the duties of a secretary: they also add, for example, responsibilities for planning a manager's schedule, organizing events, and conducting telephone conversations. We can say that the main duty of a personal assistant is to relieve the manager. That is, it is the personal employee who performs most of the manager's work. The framework, of course, is determined by each boss individually. There are even cases when a manager's assistant actually replaces the boss. In most cases, the range of duties of a personal assistant, enshrined in the job description, is much less than in practice.

Staff coordinator: We have introduced this role to the company relatively recently. The main task of the work is the competent and fast distribution of the company's personnel over the projects. The process looks simply. First, a client appears who wants to do some kind of project with our company, or an existing customer wants to recruit new people to the team. We open positions in a special working system "Staffing Manager" and begin to select potential candidates within the company. After that, we start working with the candidate: we prepare his resume, arrange an interview with the Team Lead of the future team or the head of the department, after Team Lead, if necessary, we organize an interview with the

customer. Usually, potential candidates are on the bench. If our employee does not pass, then the HR team enters the work to search for external candidates.

System administrator - literally "system administrator", an IT administrator is an employee whose job responsibilities involve ensuring the regular operation of the computer equipment, network and software fleet.

Recently, lead generation has become a popular method of attracting customers in IT companies. This is a marketing tactic aimed at getting leads, that is, specific contacts of a potential client - email, phone number, etc.

Unlike traditional marketing, which often works in vain, lead generation helps you reach the right audience right away. This makes communication with potential customers less expensive and at the same time gives faster results and higher conversion. A lead generator in a company can be part of the marketing department or the sales department.

Generate leads, that is, search for contacts of potential customers. It is important that the leads are of high quality, so the contacts found must necessarily meet two parameters:

they must belong to a relevant employee of the company (who can decide to buy your product): top manager, pricing specialist, e-commerce specialist;

the company itself must fit according to the portrait of the client.

We've talked a little about corporate culture earlier. Now let's take a closer look. «Freshcode» has 2 missions:

We are a service company that ensures flawless communication between the customer and the development team [11]. By becoming a reliable partner for our clients, sharing risks and victories with them, we take our business to a new level.

We help employees reach their potential by maintaining self-confidence, learning and improving professional skills. Why 2 missions? Because it is impossible to choose one of them. The company does not want to satisfy customers at the expense of the team. And it cannot build a successful team while ignoring the interests of clients.

In addition to the basic principles, it is important:

willingness to discuss solutions - we understand that one person cannot understand everything 100%;

consistency and structure in work - it is important that employees follow the company's processes;

punctuality - a thorough approach to time scheduling and goal setting;

flexibility - the ability to quickly adapt in the face of uncertainty and changing conditions;

decency - we do not sacrifice reputation for short-term gain;

equality is a respectful attitude towards young specialists, because each of us once started a professional career.

2.2. Technical, economic and financial analysis of the enterprise activity

The technical and economic analysis of the activities of each specific foreign company is a comprehensive study that is based on the use of scientific, technical, technical, economic, commercial, financial information collected and systematized in the reports.

The ultimate goal of a feasibility study of firms is to prepare and submit to the management the necessary data and recommendations.

The theoretical foundations of the technical and economic analysis of enterprises, a methodology for analyzing the production and sale of products, technical development of production, labor and wages, the use of fixed assets and material resources, cost of production, profit and profitability, financial condition of enterprises are described.

As we found out earlier – "Freshcode" is little holding. And taking into account all the regulatory documents, taxation, the specifics of hiring around the world and the generally accepted practice of registering IT companies, part of the holding's activities is registered in Bulgaria. However, the training center, which was opened not so long ago, is registered in Ukraine, so there is free access to financial statements. That is why all types of analysis of the company's activities will be carried out precisely by the training center.

In this case, we use the balance sheet and the income statement for 2019 (Appendix B) and for 2020 (Appendix A).

The first considered group of indicators – general: indicators of output and sales (table 2.1).

Table 2.1

Indicators of output and sales

Indicators	Value		Dynamics	
	2019	2020	Absolute increase	Growth rate, %
1	2	3	4	5
Sales revenue, ths UAH	278,2	2623,9	2345,7	943,2
Commercial product, ths UAH	278,2	2623,9	2345,7	943,2
Gross product, ths UAH	278,2	2623,9	2345,7	943,2
Value added, ths UAH	278,2	2623,9	2345,7	943,2
Net output, ths UAH	278,2	2623,9	2345,7	943,2

Sales revenue is the amount the business receives from the sale of goods or services. This figure is used to determine the size of a business. Commercial product also knows as consumer product and it is goods bought for consumption by the average consumer. Value added describes the enhancement a company gives its product or service before offering it to customers. Net output – is equivalent to gross value added during the reporting period when manufacturing enterprises use production resources (labor and capital assets) for production.

As we see our sales revenue, commercial product, gross product, value added and net output are equal. This is because we have no finish goods and work in process and depreciation. These values increased by extremely 943,17% (from 278,2 ths.UAH to 2623,9 ths.UAH). In addition, it is good tendency, very good tendency.

The next group of indicators under consideration is turnover. In table 2.2 there are only a few values in this group, since based on the specifics of investigated company, some data is simply impossible or missing.

Table 2.2

Turnover indicators

Indicators	Value 2020
Turnover of total assets, terms	7,67
Duration of total assets, days	47,42
Turnover of current assets, terms	7,67
Duration of current assets, days	47,42
Turnover of accounts receivable, terms	-
Duration of accounts receivable, days	-

Turnover of total assets helps investors understand how effectively companies are using their assets to generate sales. Since our company is in the field of IT services, it is quite normal that our value is more than 1 (it is stimulator indicator – as greater as better). Speaking about duration, we need almost 48 days for total assets outstanding, it is not so bad.

Turnover of current assets activity ratio measuring firm's ability of generating sales through its current assets, we also have value more 1 – 7,67. In addition, we need almost 48 days for current assets outstanding. Accounts receivables turnover measures how many times a business can collect its average accounts receivable during the year. As far as company doesn't have any finish goods and work in process so no account receivables.

Group of indicators of profit and profitability (table 2.3) also has only part of values, but for two years, with dynamics.

Table 2.3

Indicators of profit and profitability

Indicators	Value		Dynamics	
	2019	2020	Absolute increase	Growth rate, %
Gross profit, ths UAH	278,2	2623,9	2325,7	943,2
Profit on sales, ths UAH	278,2	2623,9	2325,7	943,2
Operational profit, ths UAH	-	-	-	-
Profit before taxes, ths UAH	249,3	136,8	-112,5	54,87
Net profit, ths UAH	249,3	136,8	-112,5	54,87
EBIT	249,3	136,8	-112,5	54,87
EBITDA	249,3	136,8	-112,5	54,87

Gross profit this is the income left to pay all operating expenses, management accountants, as a rule, are focused on ways to minimize the cost of goods sold and operating expenses. In 2019 year, company had 278,2 ths.UAH – it means that after «Freshcode» pays for the inventory it sold during the year, it has 278,2 ths.UAH left over to pay operating expenses like salaries, rent, utilities, and taxes. And this value increased by 843,2%. That is very good. Profits on sales are the same because there are no administrative expenses. In our company no financial results of operational activity (main, non-financial and non-investment activity) because of absence operational profit. Profit before taxes deducts all expenses from revenue including interest expenses and operating expenses except for income tax. This value decreased by 43,13% because of decreasing of expenses. Our net profit (profit after taxation) also, of cause, decreased by 43,13%. EBIT decreased by 43,13% – this calculation shows how much profit a company receives only from its operations, excluding taxes and / or interest. No financial expenses can be the reason of staying the same indicators. The EBITDA is used to measure the operating profitability of the company, since it only takes into account the expenses that are necessary for the "daily" business. However, due to its flexibility, a significant difficulty arises when using the EBITDA indicator as a profitability indicator: since the calculation of EBITDA on the balance sheet is not officially regulated, companies can manipulate this indicator, representing the business more profitable than it actually is. But value decreased in almost 2 times. It is because of absence of depreciation and amortization.

Profitability indicators reflect the ability of a company to generate profit for its shareholders. You can get acquainted with three indicators – ROI, ROA, ROE (table 2.4).

Table 2.4

Indicators of profitability

Indicators	Value

	2020
Return on investments, %	8,4252
Return on assets, %	40,129
Return on equity, %	43,881

Return on investment is a financial benefit that gives from investment. In fact, this is an indication of what you are being back compared to what you are investing. It is used in many areas of finance as well as in business. In business, this is most often used to determine the effectiveness of labeling, although it is not the only area in which to measure return on investment. Other business investments, such as equipment and services, should have a favorable return on investment. Return on assets (ROA) is a financial ratio that can help you analyze a company's profitability. ROA measures the amount of profit that the company receives as a percentage of total assets. In another way, the ROA answers the question of how much money (net income) is earned from what the company (assets) owns. The return on assets ratio is a comparison indicator that can be used to study past performance indicators of a company or view similar companies nearby. The return on equity (ROE) measures the rate of return that ordinary shareholders in a company receive for their shares. Return on equity shows how well the company is producing.

Based on general calculations, we can conclude that our calculations are almost correct, because ROE> ROI⩾ ROA. The percentage of net profit compared to the company's total assets, in another words – ROA, in each 1 UAH we have 40,129 kopiykas of profit of total assets. Also, ROI shows that 1 UAH of investments bring 8,4252 kopiykas of profit and about ROE – each 1 UAH of profit of company's equity we have 43,8813 kopiykas.

Next step – individual performance indicator. The material resources indicators (are given in the table 2.5).

Table 2.5

Indicators of material resources

Indicators	Value		Dynamics	
	2019	2020	Absolute increase	Growth rate, %

Material cost productivity, UAH/UAH	278,2	2623,9	2345,7	943,17
Material cost intensity, UAH/UAH	0,0035	0,00038	-0,003	10,60
Relative economy of material cost, UAH	-			
Material cost to commercial product growth rate, %	0,11			
Material cost profitability, %	24930	13680	-11250	54,87

Material cost productivity shows how many UAH of commercial product is generated by 1 UAH of material cost. These values increased by 843,17% because of absence material costs. Material costs intensity is inverse value to material cost productivity. And it turns out that this value decreased by 89,40%. Amount of profit generated over each UAH of material cost is MC profitability. Here we can see decreasing in material cost in 2020 comparing to 2019 in case when we use material cost with productivity of 2019. In general material costs to commercial product growth rate shows how faster MC grows to CP. In our case, we have positive tendency because our value less than 1 (0,11). And relative economy of material cost is absent because of no material cost. But our calculations are correct, because these values equal to growth rate of material cost intensity.

Indicators of efficiency of labor resources – it is about employees in various dimensions and expressions.

Labor productivity refers to the quantity (volume) of products received from each employee. Why is it important to measure and monitor labor productivity?

1. Labor costs usually make up a significant portion of total expenses.

2. Business performance and profitability are closely linked to the productive use of labor.

3. In order to stay competitive, businesses need to reduce their share costs.

Earnings per employee (employee profitability), calculated as the total company revenue divided by the current number of employees, is an important metric that measures approximately how much money each employee earns for the company. The employee income ratio is most useful when comparing it to the performance of other companies in the same industry or when considering historical changes in the company's own ratio.

Labor cost intensity shows amount of commercial product produced per 1 UAH of labor cost. We don't have any labor cost, so there no indicators related to labor cost.

A typical company spends a lot of money on property, plant, and equipment assets. These indicators show how many dollars your business earns for every dollar invested in real PPE. This is an indicator of how effective you are in generating income from fixed assets such as buildings, vehicles and cars. The higher the turnover of our personal protective equipment, the more effective our investment will be. PPE are long-term assets that are vital to doing business and are not easy to convert to cash. So, in the table 2.6, which is below, you can find three basic indicators.

Table 2.6

Indicators of PPE efficiency

Indicators	Value
	2020
PPE productivity, UAH/UAH	481,45
PPE intensity, UAH/UAH	0,00208
PPE profitability, UAH/UAH	2510,09

Indicator PPE productivity shows 481,45 UAH of commercial product generated per each UAH of PPE. PPE intensity – 0,00208 UAH of PPE used in order to produce 1 UAH of commercial product. In 2020 each UAH of PPE helps to generate 2510,09 kopiykas of profit.

Based on all the calculations that you could see earlier; it is impossible to draw an unambiguous conclusion. Since profit on sales increased from 278,2 to 2623,9 thousand, which shows a positive trend. However, at the same time, the EBITDA indicator showed a negative trend, decreasing from 249,3 thousand to 136,8 and this is a decrease of 45,13%. Profitability indicators are also lame. Return on assets is very weak, as is return on investment. This may be because long-term obligations were only in 2020.

Financial statement analysis is a necessary business practice that companies to track financial data and create predictions and comparisons. Companies carry out financial statement analysis to assistance monitor and create sense of data in financial statements, such as income statements, cash flow statements, balance sheets and more. Analyzing these statements can allow insights into potential problems and opportunities, and it can also assistance a company expand financial strategies and prepare for the following quarter or year. Therefore, financial analysis can contribute heavily to a company's overall success [42].

In horizontal analysis, you can compare figures one time period to figures a base time period to obtain an overview of changes over time. Analyzing financial trends over periods or years can assistance you track how a company's financial state has changed, discover patterns in its data and spot potential problems and opportunities. In vertical analysis, one line on the financial statement shows a base figure of 100%, and the other lines represent a percentage of the base figure. For example, when you carry out vertical analysis on a balance sheet, the base figure is the total assets or liabilities. On an income statement, the base figure is the net sales. Another example is using total sales as the base cost and restating each sales category as a percentage of the base value.

I propose to consider horizontal and vertical analysis of Freshcode's assets (table 2.7) and equity, liabilities (table 2.8).

Table 2.7

Horizontal and vertical analysis of LLC "Freshcode" assets

Assets	Absolute value, ths UAH		Specific weight, %		Change for the period		
	At the beginning of the period	At the end of the period	At the beginning of the period	At the end of the period	Ths UAH	Grows rate, %	In specific weight, %
Non-current assets	-	-	-	-	-	-	-
Initial value	-	10,9	0	2,55	10,9	-	2,55
Depreciation	-	-10,9	0	-2,55	-10,9	-	-2,55
Total non-current assets	-	-	-	-	-	-	-
Current assets	-	-	-	-	-	-	-

Other current receivables	-	243,9	0	57,08	243,9	-	57,08
Money and their equivalents	254,5	183,4	100	42,92	-71,1	-27,94	-57,08
Total current assets	254,5	427,3	100	100	172,8	67,9	0
Total assets	254,5	427,3	100	100	172,8	67,9	0

The first thing worth highlighting is that not all items from the balance sheet play a key role in the life of an enterprise. Let's talk about assets first. As we can see based on the calculations, the depreciation will amount to 10.9 thousand per year and this is -2.55% of total assets.

Other current receivables totaled UAH 243.9 thousand per year, which is slightly more than 57% of all assets.

Financial investments decreased over the year (from 254 to 183 thousand), which of course will affect the overall ROI.

Table 2.8

Horizontal and vertical analysis of LLC "Freshcode" equity and liabilities

Liabilities	Absolute value, ths UAH		Specific weight, %		Change for the period		
	At the beginning of the period	At the end of the period	At the beginning of the period	At the end of the period	Ths UAH	Grows rate, %	In specific weight, %
Equity	-	-	-	-	-	-	-
Share capital	2	2	0,786	0,468	0	0	-0,318
Retained earnings (uncovered loss)	249,3	372,2	97,957	-87,105	122,9	49,298	-10,852
Unpaid capital	(2)	()	-0,786	-	-	-	-
Total equity	249,3	374,2	97,957	87,573	124,9	50,1	-10,384
Current liabilities	-	-	-	-	-	-	-
Calculations with the budget	0,8	40,5	0,314	9,478	39,7	4962,5	9,164
Insurance calculations	1	3,1	0,393	0,725	2,1	210	0,333
Payroll calculations	3,4	9,5	1,336	2,223	6,1	179,412	0,887
Total current liabilities	5,2	53,1	2,043	12,427	47,9	921,154	10,384
Total equity and liabilities	254,5	427,3	100	100	172,8	67,898	0

However, if we make the final conclusion, we can see those assets at the beginning of the year and at its end differ by almost two times. Speaking about liabilities and equity, first of all, let's look at the growth of retained earnings. At the beginning of the year, it amounted to almost 250 thousand, which is 97% of the Total Equity and Liabilities. At the same time, this amount increased to 372 thousand over the year. That shows the growth of the company.

However, accounts payable for budgetary settlements increased from 0.8 thousand to 40, which shows the company's not the most stable position.

Summing up, you can see that the company is very young and provides services, there are few items of expenses and income.

Also, I propose to get to know about ratio analysis. Ratio analysis is the balance of contour things in the economic account of a protector. Ratio altercation is old to payment a amount of issues with an object, much as its fluidity, proficiency of effectuation, and profit. This identify of altercation is largely good to psychiatrists' case of a business, owing to their substantial fountain-head of system toward an congregation is its economic statements. Ratio altercation is fewer good to exemplified insiders, who carry higher attribute augmentation to extended full useable system toward the organization [52].

To provide this analysis (table 2.9) I also used balance sheet and income statement.

Table 2.9

Ratio analysis of Freshcode company

Ratios	2019	2020
Debt-to-total assets	0,020	0,124
Receivable turnover		2,281
Average collection period		159,999
Total assets turnover		0,816
Operating cycle		159,999
Net profit margin	19,181	1,116
Return on assets		0,731
Return on equity		0,800

As we can see, there is still little data, so not all coefficients can be found. But analyzing all the data that is possible, the following conclusions can be drawn:

debt-to-total assets increased from 0.020 to 0.124. This is due to the fact that assets and liabilities have increased significantly;

the share of revenue to average receivables is 2.3. We can interpret the ratio to mean that Company collected its receivables 2.3 times on average that year. In other words, the company converted its receivables to cash 2.3 times that year.

talking about total assets turnover (value 0.8), which means for every dollar in assets, generated $ 0.8 in sales;

net profit margin shows how much net income or profit is generated as a percentage of revenue. (19.2 in 2019 and only 1.1 in 2020);

ROA - every UAH that the company invested in assets generated 0.731 kopecks of net income;

Our ROE in 2020 is 0.8.

In fact - ROA and ROE are similar, in that they are both trying to gauge how efficiently the company generates its profits. However, whereas ROE compares net income to the net assets of the company, ROA compares net income to the company's assets alone, without deducting its liabilities. In both cases, companies in industries where significant assets are needed for operations will likely show a lower average return.

2.3. Analysis of organization of remote work at LLC "Freshcode"

Considering that LLC "Freshcode" is becoming an international company, I am sure that we should first consider the current trend in remote work, more precisely, the attitude of employees to the transition to a remote format.

Remote work comes in different forms, which vary depending on the country and mentality. In order to better understand "how they are doing", we translated the remote work research conducted by the American service teams Buffer, Workfrom

and Hubstaff [10]. They collected data from 1,900 remote workers around the world. From it we learn:

– how happy remote employees are;

– where do they work;

– what advantages do they see in working remotely;

– what companies think about remote work.

We wanted to go deeper and ask remote workers how they really feel about telecommuting and learn a little more about how satisfied they are with their current work style.

The first thing we learned was that once people go telecommuting, they are unlikely to want to work differently - 90% of telecommuters plan to stay for the rest of their careers (fig.2.2). Perhaps because remote work allows you to work at the pace and in the environment in which you want [10].
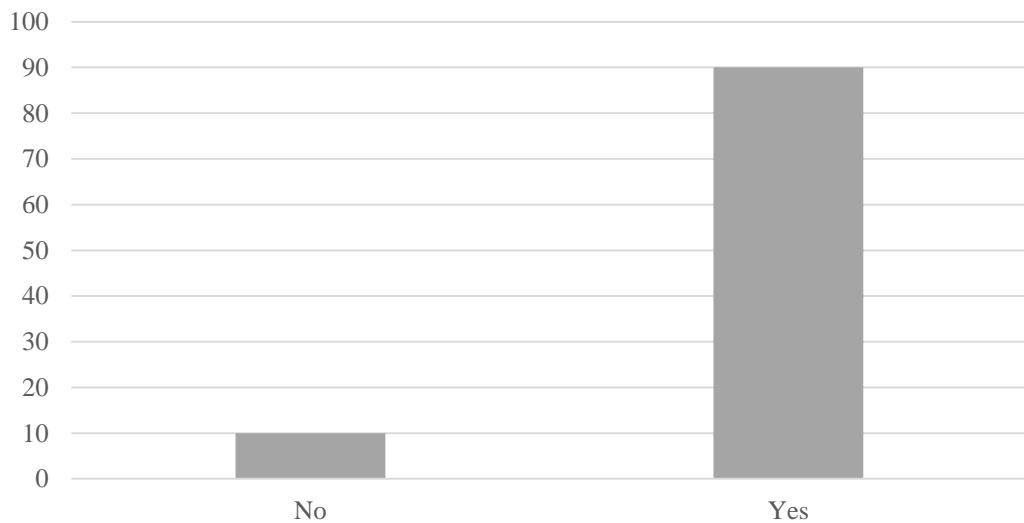
Fig. 2.2. "Do you plan to work remotely in the future?"

While 70% of respondents are working full-time, there are 30% who have somehow incorporated remote work into their schedules (fig. 2.3). We were curious to know how many of these people would like to have more time away. It turns out that they are in the majority, only 34% are satisfied with the way things are [10].
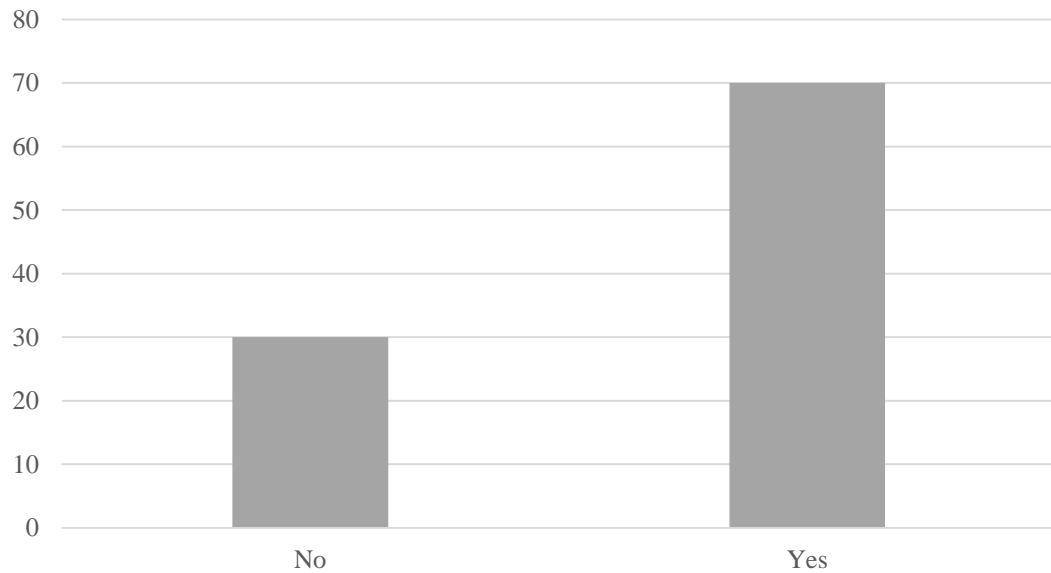
**Fig. 2.3. "Do you work 100% of the time remotely?"**

The greatest advantage of the respondents named flexible hours (43%). Second biggest advantage is opportunity to spend time with family (15%) (fig 2.4) [10].
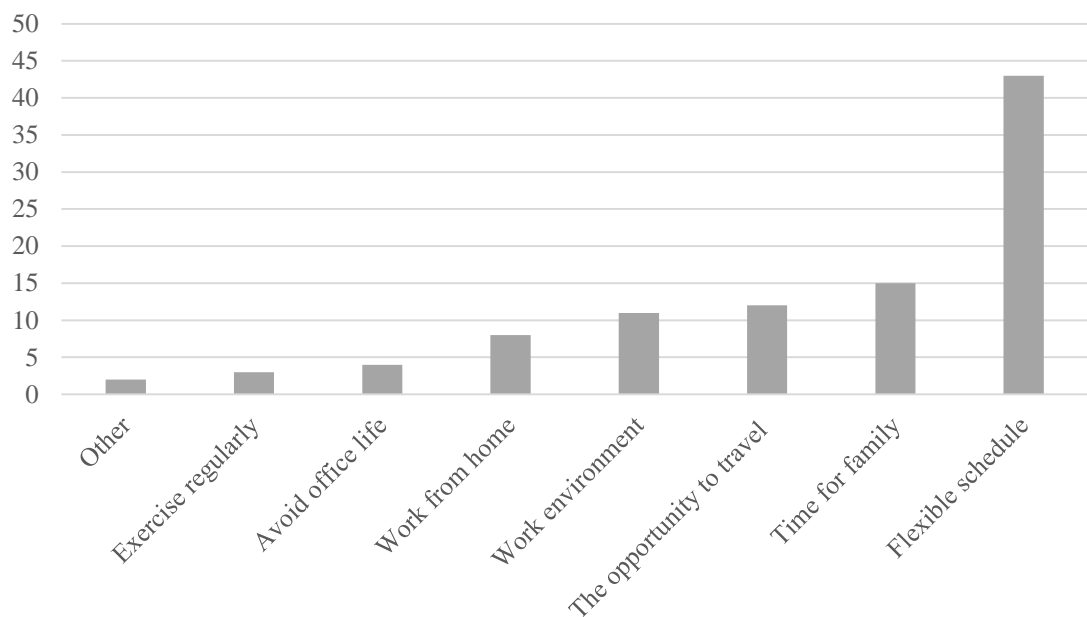
Fig. 2.4. "What are the main benefits of working remotely?"

Even without the expense of commuting to work, remote workers face unique challenges (fig.2.5). Loneliness (21%), lack of communication (21%) and household

chores that are constantly distracting (16%) are what remote workers and freelancers struggle with every day [10].
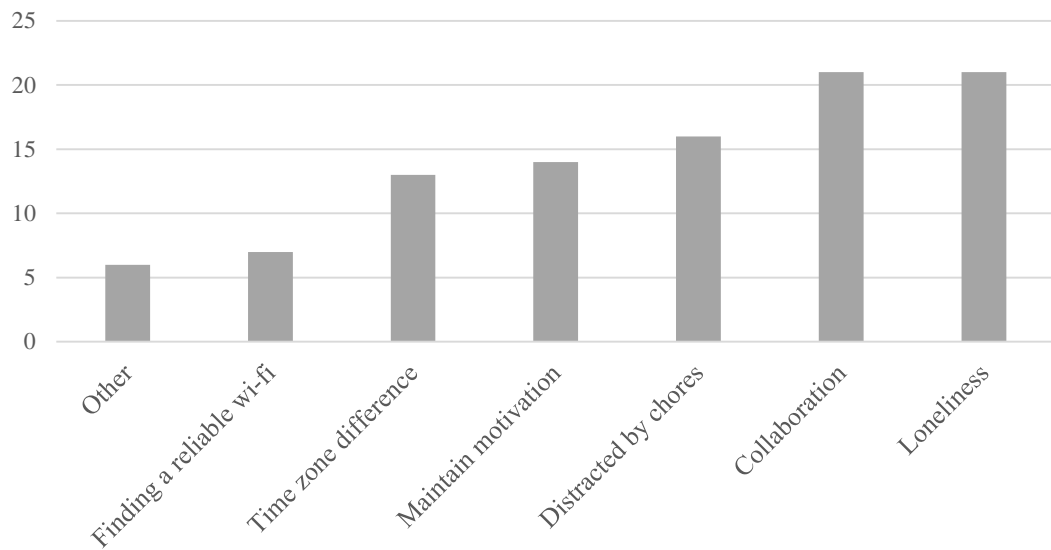
Fig. 2.5. "What difficulties do you face when working remotely?"

Employees recognize that lack of communication and team support is an issue that remote organizations have yet to address. Companies are still not ready for full remote work: for example, instead of live communication, they use chats in Slack, depriving remote employees of the opportunity to be more involved in the affairs of the team.

In terms of place of work, the majority of freelancers and telecommuters work from home (78%). Often children or pets of our colleagues are welcome during group calls [10]. Interestingly, coworking spaces are used by 7% of freelancers, despite the fact that coworking as a phenomenon has appeared quite recently (fig. 2.6).
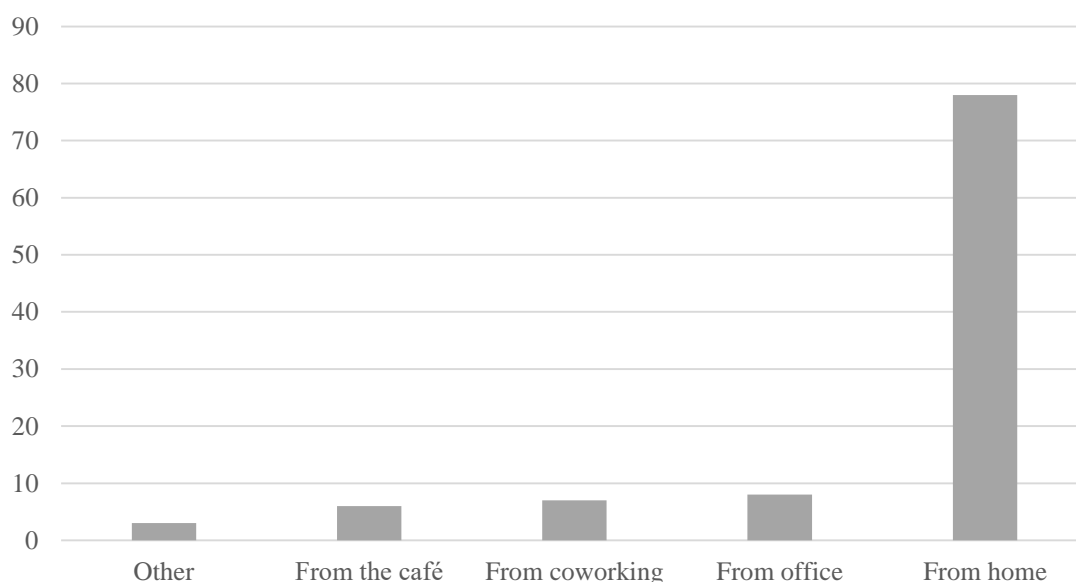
Fig. 2.6. "Where do you work most often from?"

Who took part in the survey? For this report, 1,900 people were interviewed who work remotely around the world.

Location: respondents from 90 countries participated in this report. Almost half of our respondents (48%) live in the United States, 6% live in the UK, 6% live in India, and the remaining 40% are from 87 different countries.

Industry: most of the people we surveyed work in software development (26%), followed by IT and services (20%) and marketing (19%). Only 5% of respondents work in education and 8% in media and publishing.

Role in the team: the respondents mostly work in marketing (25%) and engineering (22%) teams. Other jobs include design (10%), customer support (9%).

Team versus freelancing: the majority of respondents (58%) work remotely for a company, while 28% are freelancers and 14% run their own companies. Interestingly, 45% of the respondents told us that they are independent workers.

Time to work remotely: specialists who work remotely for less than a year made up 26% of those surveyed. 23% of percent have worked remotely for more than 5 years, and 21% have worked remotely for 1-2 years.

Remote work assumes independence. The employee decides for himself how to organize working hours, improve his results and his productivity. By the way, not every person is distinguished by self-discipline and diligence. Having settled down in comfortable conditions for himself, he may begin to be lazy. Because of this, deadlines will be missed, conflicts will arise, and the company's reputation will suffer.

Before making recommendations for remote work, let's analyze the current processes. At the same time, it should be borne in mind that a comprehensive system for organizing a remote work should include the following methods: analysis of the current situation, identification of weaknesses (for further elimination), identification of concerns, with what frequency are assessments of employee satisfaction when working remotely. When switching to remote work, it is extremely important to take into account that the factors that affect the effectiveness of employees working remotely can be roughly divided into two categories, which we will consider below:

 −   acting as an employee;

 −   dependent on the company.

If we are talking about the first one, then we should take into account what we include here: self-management (time management), the ability to self-motivate from time to time, the ability to build a work schedule in such a way that the work-life balance, work ethic and morality, health status, the ability to be protected from household members for business hours.

What depends on the company: leadership style, provision of the necessary resources, labor stimulation system (material and non-material), organizational structure features.

Since for "Freshcode", remote work has been part of the corporate culture from the very beginning of its foundation - that is, each employee has built his work according to his own wishes: whether in the office or at home. We have never limited employees about their working hours and location.

However, after the quarantine was announced in Ukraine, we began preparations to transfer the entire office - 90 employees - (at that time only in Zaporozhye) to a completely remote work format.

The first action that the HR department took was that we conducted a survey among all employees on the question of how ready the employees are for full remote work, what hinders them or why they do not want / cannot switch to this format.

The first action that the HR department took was that we conducted a survey among all employees on the question of how ready the employees are for full remote work, what hinders them or why they do not want / cannot switch to this format.

Not everyone answered this survey, of course, but 70/90 gave their own answers, the results of which can be seen below.
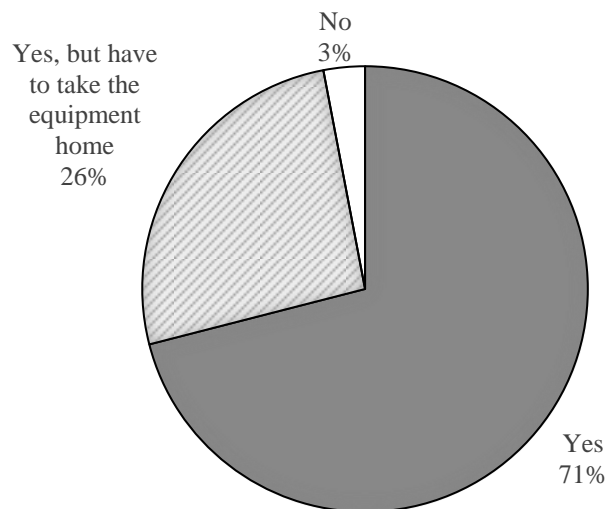

Fig. 2.7. Survey "Do you have the opportunity to work from home?"

Here we can see, that 71% employees had the opportunity to work from home (which is a good indicator), 26% only needed to take the equipment home and could also work from home and there were those who did not have this opportunity - this is 3% of the respondents (fig.2.7).

Then there was a similar question, but here we focused not on the possibility, but rather on the desire.

Here (fig.2.8) we see slightly different results, more extensive: only 23 people out of 90 can work from home, 33 have already switched to work from home and 14 say that they are not ready to leave the office now.
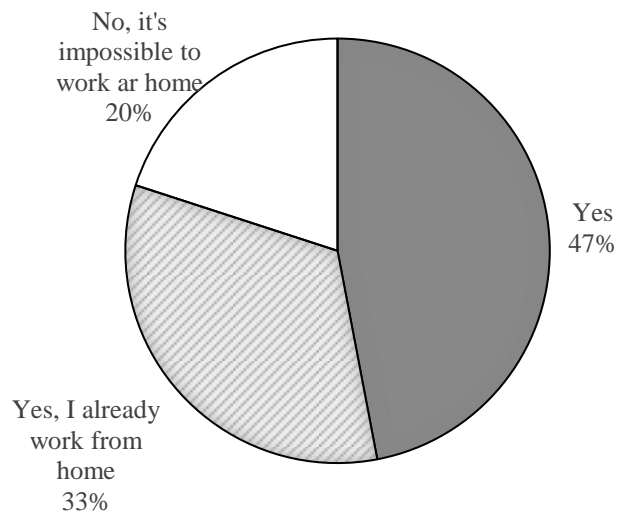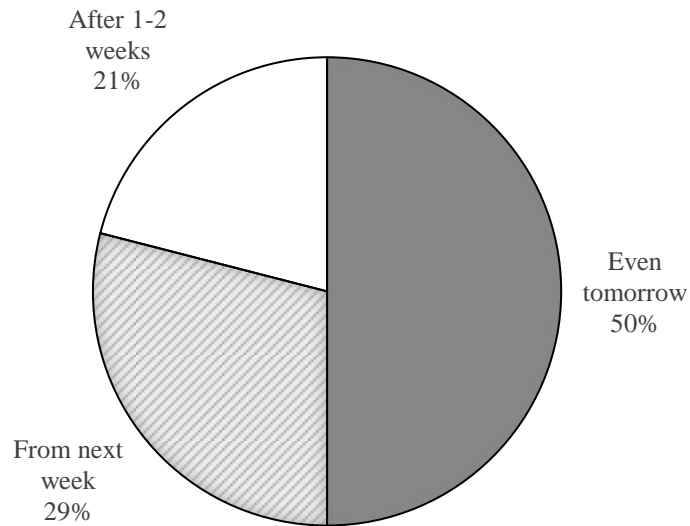
**Fig. 2.8. Survey "Are you ready to go remote?"**

Talking about flexibility as an employee, you saw that only a small part (12 people) was ready to leave for remote work even the next day. 5 employees needed a week and 7 people were ready to go home to work within a half month. A graphic, visual confirmation can be seen below (fig. 2.9).

We also asked one semi-open question. Only 40 people declared their awareness and said that they are ready to work from home for a long period, if necessary. 12 people are ready on a situational basis - for example, 2 weeks to go to the office, 2 weeks to stay at home. 8 employees have a rather principled position - to go to the office and 10 more people wished to set up their working hours (fig. 2.10).

**Fig. 2.9. Survey "When are you ready to go remote?"**
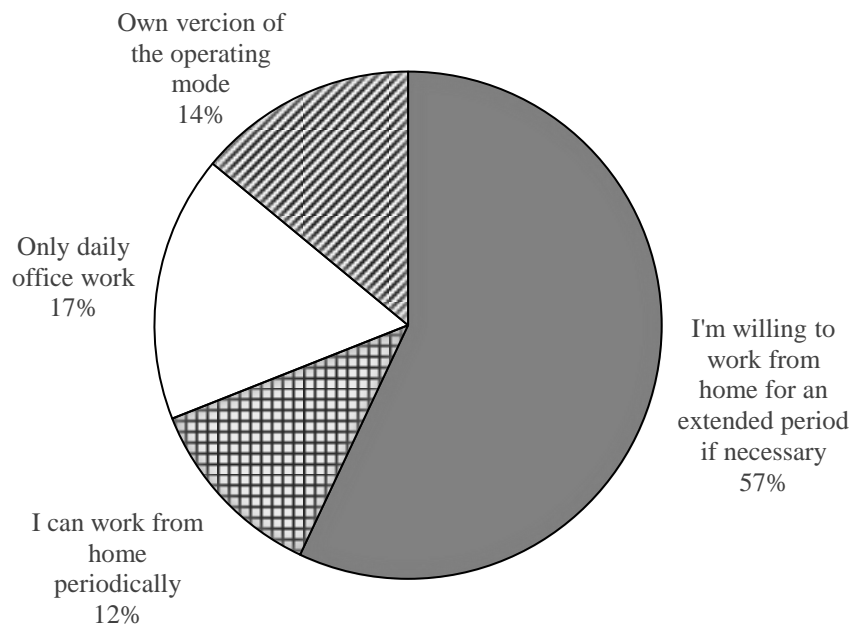
Fig. 2.10. Survey "Choose what suits you best"

Let me remind you that we conducted this survey when the quarantine was just about to be introduced. This showed us that a fairly large percentage of employees are willing to work from home, to summarize, only a part flatly refused to work from home (and there were objective reasons).

But looking ahead, we sorted out all the technical reasons and realized that leaving the office and working at home, for employees, is a deprivation of their

society, with which they are used to interacting on a daily basis. How we dealt with this - I'll write a little later.

After a while, we asked one more question to the employees (after we were forced to send ALL to remote work). At that time, the company already had 99 employees, so there were 79 responses. Then we asked the question: "When do you plan to leave for the office?" (then there was still one office in Zaporozhye). The results can be seen below (fig. 2.11).
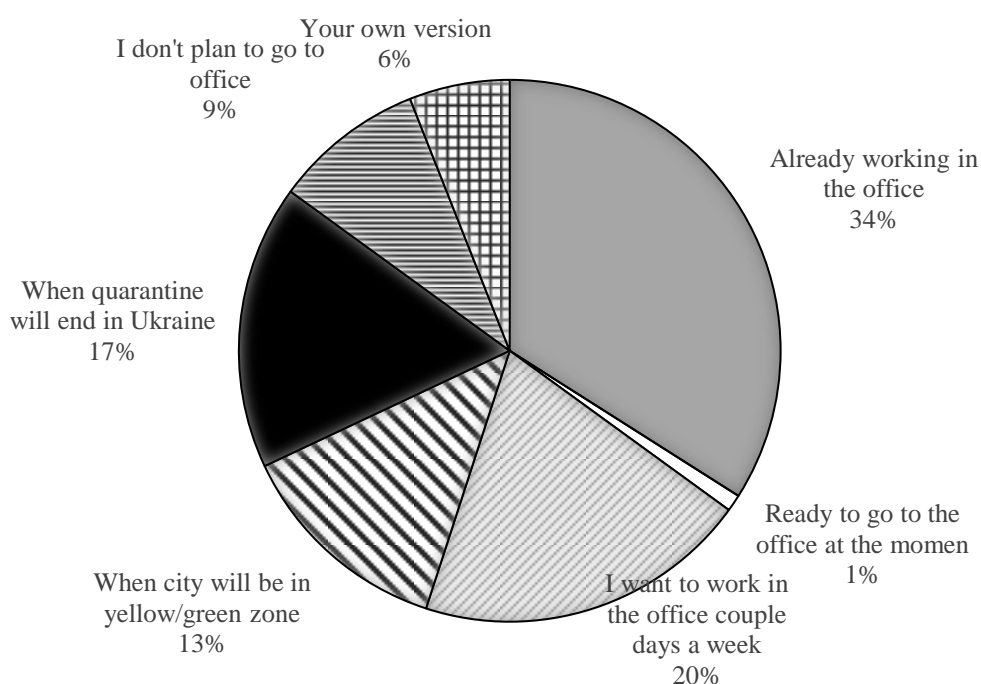
Fig. 2.11. Survey "When do you plan to leave for the office?"

As soon as the quarantine was relaxed and it was possible to work in the office (under certain conditions and restrictions), as we see 27 people immediately went to the office. 1 person is ready to go to the office at the moment. 20% of employees would like to combine remote work and work from the office. Another 23 people, taking care of their health, are ready for the office under certain conditions related to quarantines. And 12 people are already accustomed to complete remote work and do not want to work in an office.

As I said earlier, remote work was part of the corporate culture from the very beginning, but do not forget that we are an office company (now there are 2 offices in Ukraine and 1 is still under construction). Of course, we used chat (Slack, Mattermost) and email for communication and other tools (fig.2.12.). And in order not to lose efficiency (or try not to lose), we came up with several rules that helped us organize work from home.
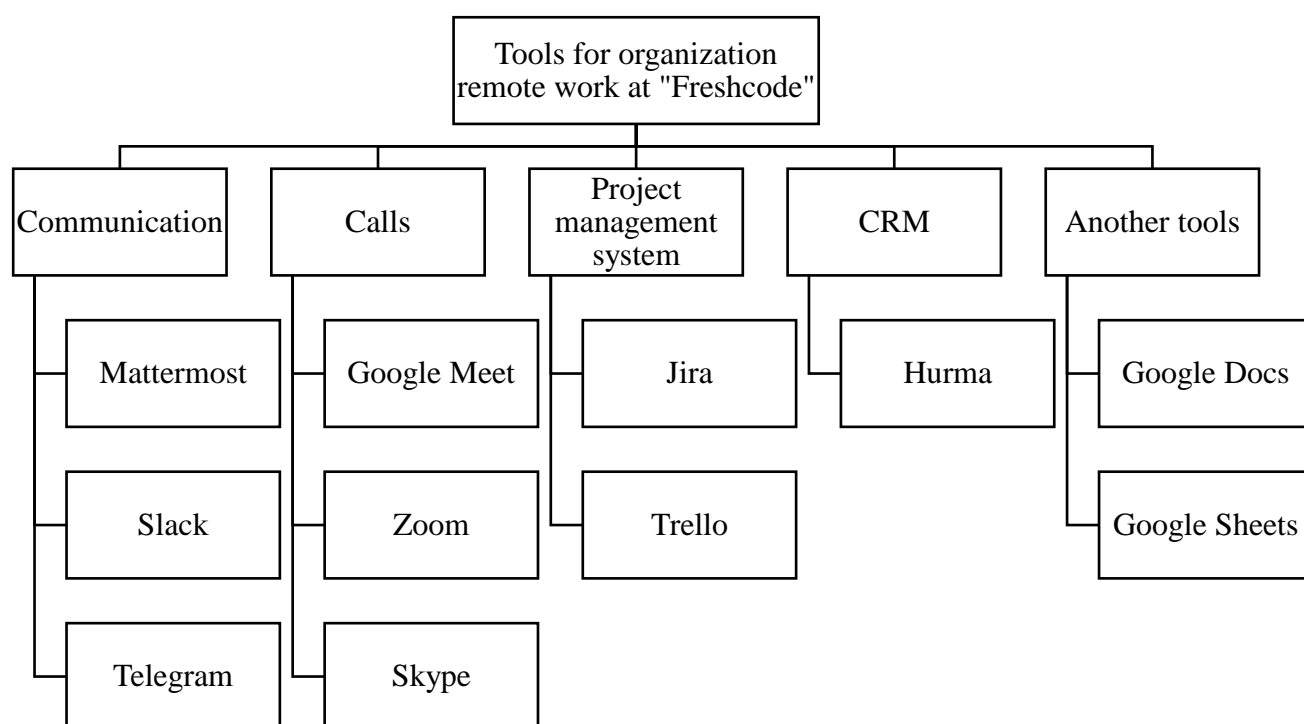
Fig. 2.12. Tools for organization Freshcode's remote work

1) We solve issues with remote administration.

The first thing we did was order an IT service to install teamviewer / analog + VPN on employees' computers. The meaning of this function is that not all employees will be able to cope with installing and configuring the software - they need the help of our system administrator, and he can do it remotely. VPN may be required to solve security problems, since about 80% of our projects are from the USA (mostly medical projects or for large corporations) and in order to avoid many troubles - this tool helps to minimize risks.

2) Solve the problem with the equipment of the employees.

When hiring, we always issue equipment (laptop / computer, monitor, microphone, mouse, camera) or an employee works on his own equipment (in this case, compensation for depreciation and wear is paid at the end of the year).

3) The Internet.

The second problematic point of communication after iron is bad Internet and 99% of such cases occur outside the home. The solution is simple. We have introduced payment for a fixed home line (including through home Wi-Fi) - at the end of the month, an amount for paying for the Internet is credited to the employees' account. Since mobile communication is not suitable, the cafe is not suitable in most cases.

As the company becomes international, it is physically impossible for employees to go to the office. Therefore, we have developed some methods for organizing work remotely.

Of course, this is software preparation. The two most important areas for productive work are psychology and technology (more on that later). Remote work, in principle, became possible only with the advent of certain tools. This is primarily a technological story. An airplane cannot fly without a turbine, and remote work is impossible without a minimum set of essential elements.

Mandatory software, without which, in my opinion, it is impossible to organize effective work.

Communication channels for the whole company. Despite the widespread belief that Telegram is only suitable for very small teams, we can refute this statement. Our team consists of about 150 people and this does not cause any discomfort. But for the sake of the purity of the experiment, we use both Slack and Mattermost (in terms of functionality, it is very similar to Slack).

Video calls. I am sure that only on this topic it is possible to write an article, given the fact that now video calls have replaced personal business meetings. Our employees have several alternatives: we use Google Meet internally, for calls with clients in Zoom, Skype. Video calls are good because you can see the interlocutor,

rummage through information about which you are telling and, of course, you can save a video of such a call, if necessary.

Calendar for each employee. It would seem a very clear point, but no less important. We create a corporate Google account for each employee, in which there are many tools, and the calendar is one of them. Employees enter all appointments in the calendar. And this is convenient when you need to make an appointment, you just open the calendar, see a colleague's free time and immediately book a call (of course, ideally, before that, agree with colleagues about this kind of communication).

Documents in one place. Google's cloud is perfect for this. It might sound like Google ads, but no, this is the best ecosystem for IT companies.

I know that many companies would introduce such a clause as "Activity and time training", but this is a rule from our company policy - there are no trackers that make employees feel pressured.

Application (managers) for tasks. Miro / Trello wherever it is convenient. But, perhaps, this is one of those tools without which it would be difficult for IT companies. The most simple and intuitive interface, nothing superfluous. A definite recommendation

3. WAYS OF ORGANIZATION OF REMOTE TEAM MANAGEMENT AT LLC "FRESHCODE"

3.1. Recommendations for improvement of organization remote team management at LLC "Freshcode"

The Freshcode became an international company that is why we have to change something in management processes. Therefore, now problem number one is that due to different mentality, time zones, languages in which employees communicate, in different countries the principles of onboarding are different, and because of this, accordingly, the principle of organizing all work remotely has to be changed.

Let's talk a little about the onboarding process. Since there are many departments in the company, let us consider the HR and developer department using an example (table 3.1).

Table 3.1

**Recommendations for improvement of organization remote team management at HR department**

Activity	What we have to do?
1	2
Create a common information space	All tasks will be in one place and there will be no distributions between resources that are used to monitor tasks. For administrative staff, this is Trello, for project staff, it is Jira. Absolutely all tasks of absolutely all departments. Yes, and HR, and corporate brand, and requests to the system administrator, accounting and lawyers. No task in the tracker - no task at all. There are no fixed results of the call of the initiative group or one-on-one negotiations in the corresponding document or task - there was no call, there were no agreements.
Separate the streams of information	We negotiate all theoretically possible cases and agree when we communicate in the planner, in which we write letters, and when we go to the messenger. Depending on the size of the team and the type of business, you need to understand that communicating in thousands of messengers is unreasonable and suboptimal. Therefore, it is important to capture the critical ones and try to stick to communication through them. Now we have implemented a bundle of Telegram, Skype for external communications, we connect with some clients. We

	support internal communication through Mattermost / Telegram.

1	2
Rules	Do not be afraid to capture short and not very instructions. Now the company is implementing a generally pleasant onboarding process for employees from any country, in any division.

Below (fig. 3.1) you can see templates from Trello on onboarding (however, not all HRs are fluent in English yet, while these templates remain in Russian). In fact, we began to develop this in the process of passing my undergraduate practice, so this is still in the process of development and improvement.
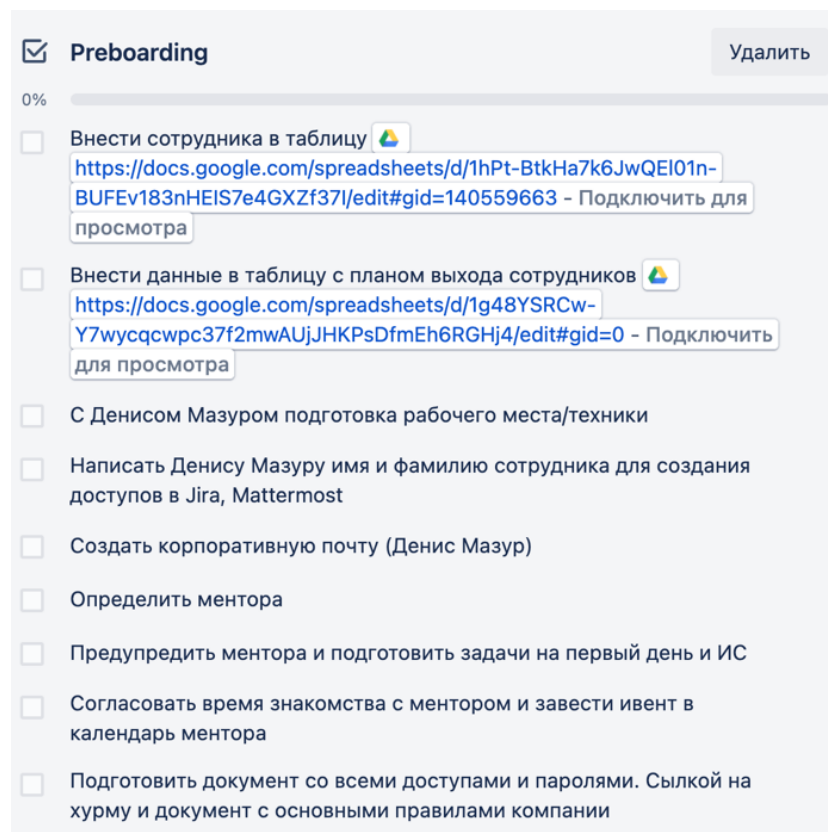

Fig. 3.1. Preboarding process example (screen of the Trello)

The preboarding process refers to a set of actions that HR must take before an employee leaves. Ideally, immediately after the prospective employee accepts the

offer. There, entering the data of the future employee into the table, and notifying the system administrator so that he can prepare the technician for the employee's exit, and talking with the future mentor so that he has time to prepare tasks and warn the current team about a new player in the team.

After preparation, we proceed to the documents. One of the most important stages. Here it is important to establish communication between 3 departments: finance, legal and HR.

Now at the stage of development, various documents (mainly Excel tables and google folders), which are somehow needed by the various aforementioned departments (fig. 3.2). These tables and Google folders contain a diploma, passport, TIN code, offer, phone numbers of the employee and his relatives, and so on.
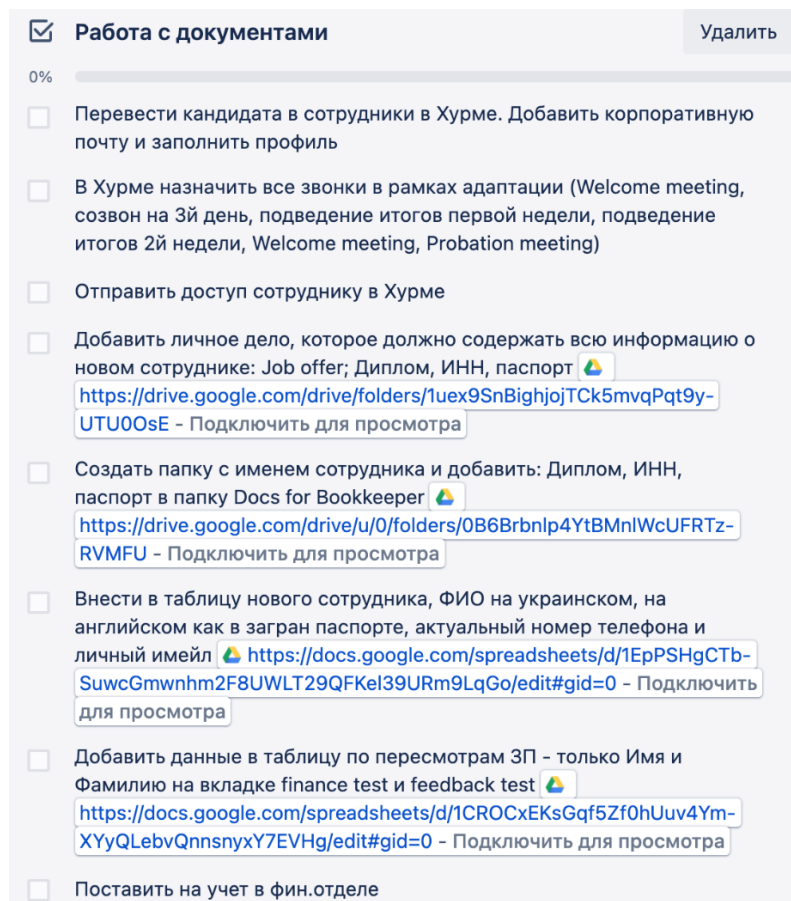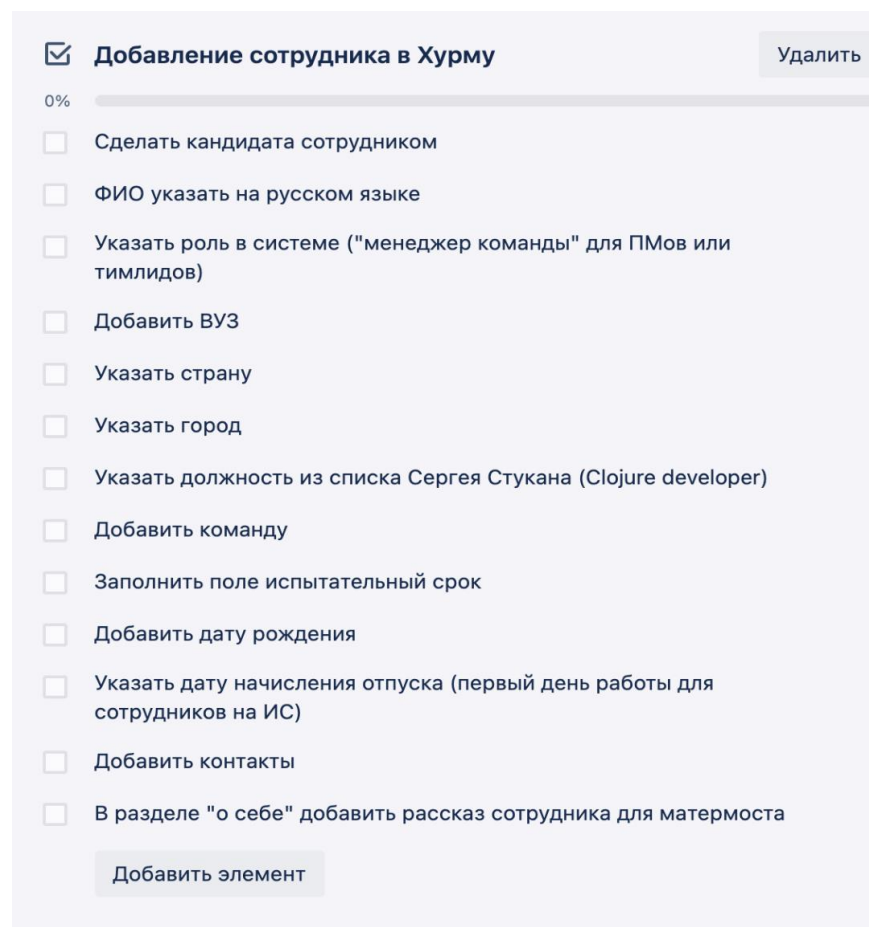
Fig. 3.2. Work with documents example (screen of the Trello)

The next step is to add an employee to the CRM system (fig. 3.3), where you need to enter information about the employee, his birthday, country of residence, team and project on which the new team member will work.

Also, the first working day must be entered in the CRM system so that the system can start calculating vacations, which in turn helps not to miss this moment and not to lose employee loyalty.

Fig. 3.3. Adding an employee to the CRM system example (screen of the Trello)

Of course, it's important to standardize the process for the first days and first week of a new employee. Here are the rules for getting to know the CRM, and with all the company's policies, and the rules of conduct, and the project. Acquaintance with communication channels within the company. It is also important to tell about

the company, its structure, departments, management (it is advisable to show a photo as well), tell who is the mentor, what time the call.

We give logins and passwords for each resource. To introduce the company to a new employee - we give a list of questions to which the newcomer must answer (fig. 3.4).

It is important to introduce an accountant and conduct financial onboarding. (To do this, it is important to fill in the employee's exit date and country in the preboarding so that accountants are prepared for a particular country peculiarity).
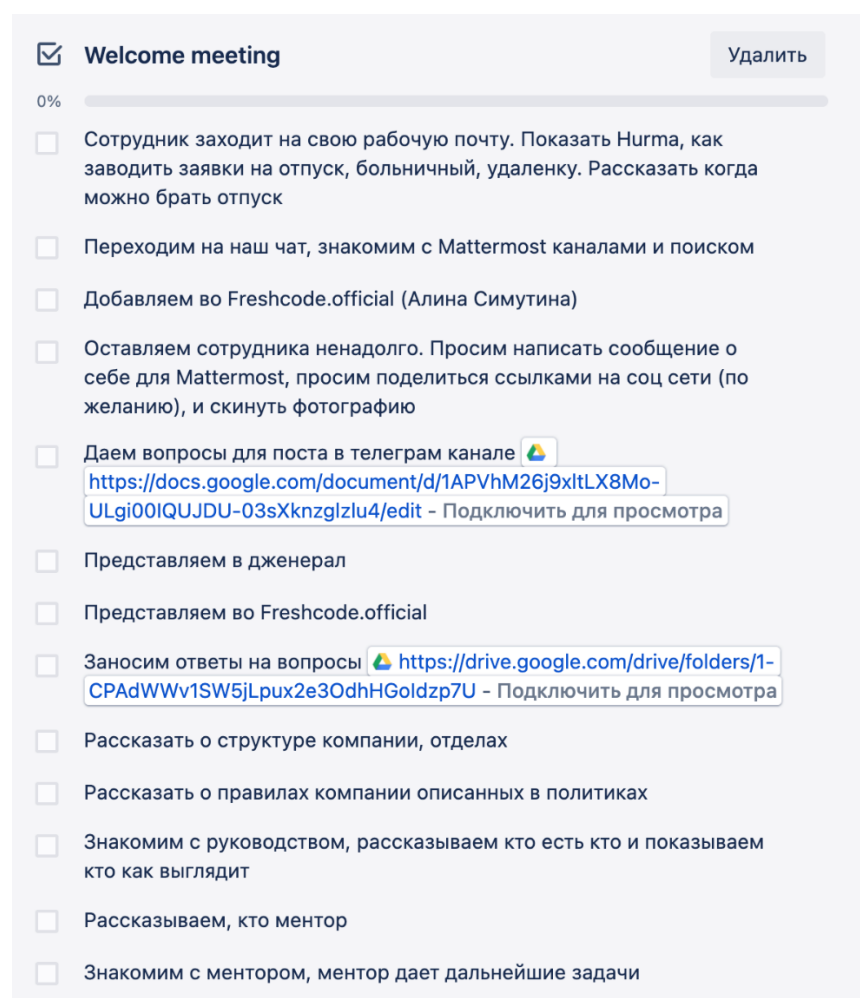
Fig. 3.4. Welcome meeting example (screen of the Trello)

Last but not least is the adaptation process. It is especially important at remote work to give the employee a sense of belonging to the company every day, so it is

important to call up regularly, especially at first, to make sure that the new employee is comfortable, if there are questions - answer them and if there are any problems - try to help them. decide.

We focus on video calls. It seems like a trifle, but it is not - at the "remote location" correspondence distorts emotions and messages too much, including the mode of thinking out, doubts, unnecessary reflections and resentments. Plus the video gives a bit of control and discipline. You will be sure that they are listening to you attentively, and not having dinner, smoking or cooking borscht.

Feedback is important: both from the mentor towards the employee, and from the employee towards the company. Ideally, even the process of collecting feedback should be worked out (fig. 3.5).
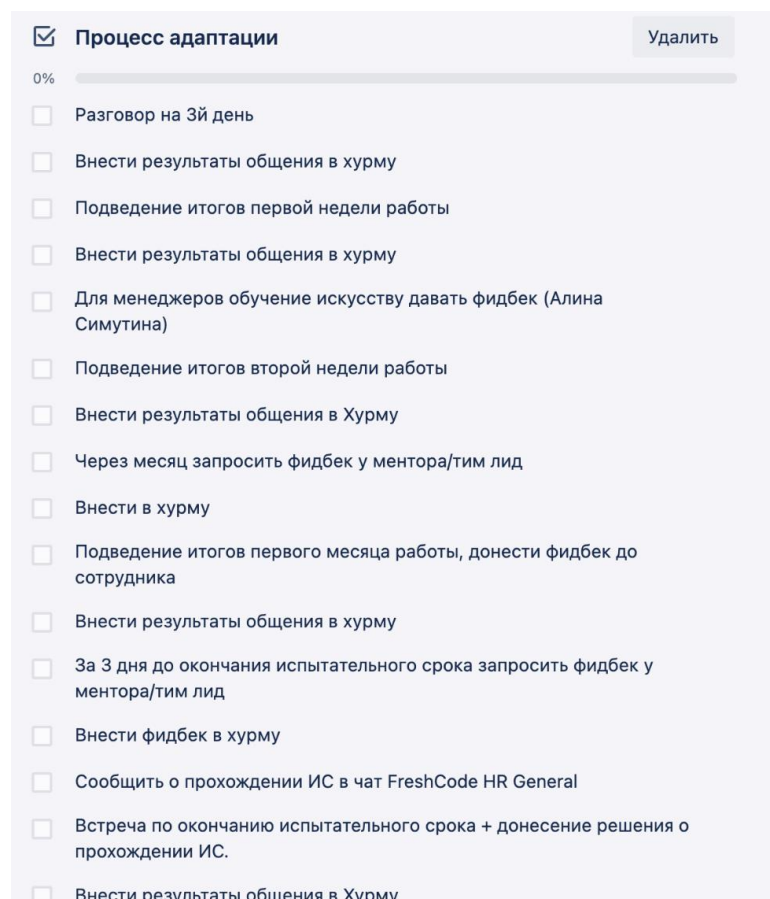
Fig. 3.5. Adaptation period example (screen of the Trello)

Choose a video calling tool. We use the tools that are more convenient for our customers: Skype, Zoom, Hangouts Meet. Within the company, communication through Google-meet.

First, highlight those calls that you definitely cannot do without. We have a team meeting twice a week, managers meet every week, we exchange experiences and cases once a week, there are daily calls from managers and mini-teams.

And also, one-on-one phone calls of employees with the manager. Previously, they were once a month (since most of the employees were in the office), now it is better to increase these calls to once every one or two weeks. The agenda is usually the following: how are things, operating systems, processes, feedback from both of those present, suggestions and wishes, training and development. For each call, it is worth planning its content, ideally predetermining the goal, objectives, format (brainstorming / informing), speakers, materials for preliminary study, topics) and leading abstracts. In order not to forget or lose anything, I recommend writing all the information in the abstract right in the calendar to the description of the rally. Some internal meetings can be recorded and video made available in the knowledge base.

You can implement the rules for team calls, for example: a video call in a quiet place and with a business background (or blur the background), without the presence of strangers. Be sure to make calls with headphones, with phones and chats turned off. Ideally, of course, not to be distracted by messengers, social networks, 100% attention to the speaker.

Keeping a calendar that helps ensure transparency. All events must be on the calendar. Is always. If the event is not in the calendar (Google Calendar), it does not exist. Therefore, all calls, meetings and personal affairs that may overlap with workers in time are recorded in the calendar. In all calls, a link is automatically attached and it is imperative to register the program (which we discussed earlier). There is a little tip that helps you later analyze your video call load: adjust the current time of the beginning and end of the call in the calendar.

It is important to set up workflow, file sharing and knowledge bases. I recommend storing all documents in Google Docs. For company files of size and

specialization, Google Drive is sufficient. Separately, you can maintain a knowledge base for all employees with information about the company, all sorts of instructions, a list of public holidays for different countries, and so on. Create a separate knowledge base for managers, a library for colleagues of different specializations. Informal communication. You can create channels, chat rooms or entire servers (chat groups) for informal chat and useful communication. The culture of the office company often revolves around dining together, teas, coffee trips, smoking rooms, and Friday beers.

Try to make an analogue of all this in your corporate messenger. For example, in Telegram, create a general chat for flooding, where you can swear and post various uncensored stickers, and chats based on your interests: music, cars, games (which can be played online, for example, "Mafia"), cooking, travel, concerts, etc. Humor and frivolity in this case are welcome. Chat rooms and topic chats die if not brought to life.

Sometimes you can arrange online corporate parties with or without reason. For example, to make a thematic mini-online corporate on the theme "Music of the 90s" and to sing with colleagues to the singing of Agutin, Meladze, Gubin and so on. If there are English-speaking employees on the call, then it is better to choose something that will be close to everyone. For such an event, you need to choose the date and time in advance by voting, everyone stocks up drinks to their taste, someone takes a hookah on the call.

It is necessary to conflict constructively. At the "remote location" conflicts are easier to hide, release on the brakes and much more difficult to resolve [25]. Better to write a specific conflict management policy. What is the company welcomed? What rules should an employee adhere to when interacting in a team? When should you contact a third party to resolve a dispute?

Below (fig. 3.6) you can see a sketch that can be used in the company in questions, you just need to approve.

> *You should contact the HR department if any of the parties to the conflict practices the following styles of behavior:*
>
> *- competition, rivalry or confrontation, which is accompanied by a struggle for their interests;*
>
> *- avoidance, evasion or withdrawal, which consists in striving to get out of a conflict situation without solving it, without cooperating with anyone to find a solution;*
>
> *- adaptation - smoothing out contradictions, compromising their own interests;*
>
> *- suppression - imparting a hidden character to the conflict.*
>
> *In order to prevent conflicts, each employee must adhere to the following rules:*
>
> *- resolve a controversial issue in the present tense, within the framework of a specific task, without references to previous conflicts;*
>
> *- to adequately perceive, understand and display the existing conflict in terms of the interests, needs and goals of the participants;*
>
> *- quickly open and accessible in communication, strives to create a climate of mutual trust;*
>
> *- try to understand the position of your opponent, putting yourself in his place;*
>
> *- not to allow words, threats, criticism that destroy the dignity of the individual in the process of resolving the conflict;*
>
> *- to conduct a dialogue from a position of discussion with a clear reasoning of their own opinion;*
>
> *- be ready to overcome ambitions, admit that you are wrong in some issues and positions.*
>
> *Timely and complete resolution of conflicts allows the team to work efficiently and in a comfortable atmosphere.*

Fig. 3.6. Sketch for questions

Information, its accessibility, transparency and the rules for sharing it - that's the main thing that needs to be negotiated on the "shore" when leaving for remote work. Things that used to happen naturally now need to be planned more carefully. Many companies are moving to a new level of maturity and adjusting processes. And only each employee decides when to open the window, turn on the air conditioner and replace the cold light with a warm one.

3.2. Planning the measures of new service introduction using the project evaluation and review technique

Taking into account the recommendations that were considered in the previous subsection, in order to introduce a new onboarding system and, accordingly, a system for organizing the remote work, it is necessary to carry out a number of measures. To plan a set of interrelated activities, the project evaluation and review technique (PERT) is often used.

This technique is used in order to be able to control the implementation of the company's projects to achieve a particular result. The use of this method is effective in those moments when coordinated actions by different performers from different areas of work are required to achieve the goal.

Here are several benefits of using PERT in project management [60]:

1.   It helps maximize the use of resources.

2.   It makes project planning more manageable.

3.   It's useful even if there is little or no previous schedule data.

4.   It enables project managers to better estimate or determine a more definite completion date.

The PERT diagram is a dynamic project model that shows the technological dependence and the sequence of a set of work, coordinates their execution over time, taking into account the cost of resources and the cost of work, with the allocation of critical areas [13].

To create a project model, it is necessary to use:

−   a list of all the actions that are required to complete the project;

−   events that are milestones between actions;

−   the duration that is required to complete each action;

−   dependencies between actions.

PERT is a method to analyze the involved tasks in completing a given project, especially the time needed to complete each task, and to identify the minimum time needed to complete the total project. PERT network chart consists of circles those are used as events, and arrows for activities. So, to operate with these elements, it is necessary to define them [61].

A PERT event is a point that marks the beginning or end of one or more actions. He does not need time and resources. When it marks the completion of one or more tasks, it does not occur until all the actions that lead to that event have been completed. According to PERT, there are two types of events:

1) predecessor event;

2) successor event.

A predecessor event is an event that directly precedes another event without interfering with any other events. An event can have several predecessors and can be a predecessor of several events.

A follow-up event is an event that immediately follows another event without any other intermediate events.

As far as PERT actions are concerned, they represent the actual completion of a task that takes time and resources: be it labor, materials, space or equipment. It can be taken into account as a representation of the time, effort and resources that are required to move from one event to another [22]. The action cannot be completed until the event that precedes it occurs.

Work reflects a labor process in which many resources are involved: people, machinery, equipment, material resources, or a waiting process. Each work has a specific content. To correctly visualize the order of priority of work, so-called relationships are used. In the PERT chart, fictitious activity is depicted with dashed lines. They do not require either time or resources, but only indicate the dependence of the beginning of work on the end of another.

It is important to plan the duration of the work and its volume. For planning, different types of required time are usually used: optimistic, pessimistic, more probable and expected.

Optimistic time (usually denoted by "O" in formulas) is the minimum time it will take to complete a task, assuming everything goes better than expected. Pessimistic time ("P" in formulas) is the maximum time it will take to complete a task, assuming something goes wrong [8].

Most likely, time ("M" in formulas) is an excellent estimate of the time it takes to complete a task, assuming everything is going well.

Estimated Time ("TE" in formulas) is the best estimate of the time it will take to complete a task, given the fact that things don't always go well, usually the average time to complete a task.

To introduce improvements in the organization of remote work at LLC "Freshcode", the following steps must be taken:

‒ Preparation of offers in English;

‒ Hiring HR managers with knowledge of English;

‒ Writing an onboarding script for the finance department;

‒ Preparation of Trello templates;

‒ Development of the company's policy (taking into account the peculiarities of international employees);

‒ Preparation of project managers for new foreign employees;

‒ Setting up tables;

‒ Development of onboarding for new employees.

PERT chart for the set of enlisted works is presented on fig. 3.6.
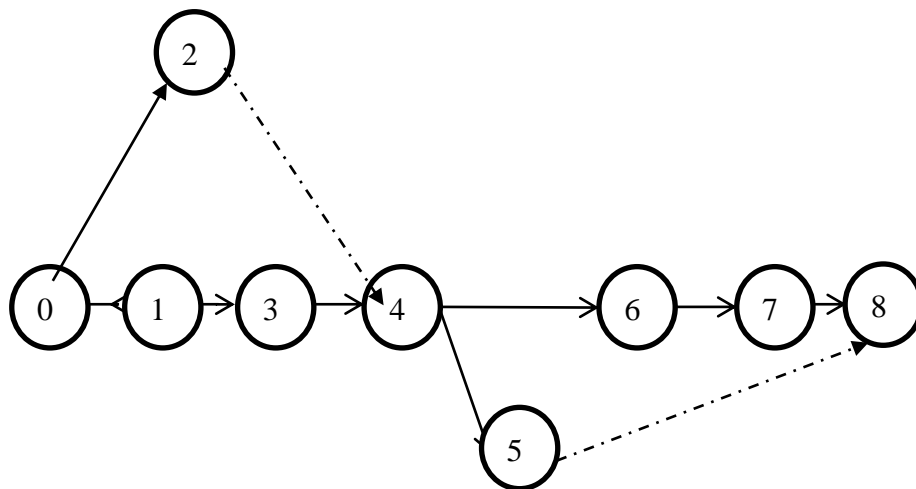
Fig. 3.6. PERT chart for improvements in the organization of remote work

Table 3.2 shows a list of works for a PERT chart.

List of works for a PERT chart

Work index	Work content
0 – 1	Preparation of offers in English
0 – 2	Hiring HR managers with knowledge of English
1 – 3	Writing an onboarding script for the finance department
2 – 4	
3 – 4	Preparation of Trello templates
4 – 5	Development of the company's policy
4 – 6	Preparation of project managers for new foreign employees
5 – 8	
6 – 7	Setting up tables
7 – 8	Development of onboarding for new employees

For calculation of expected time the following formula is used:

$$TE = \frac{O + 4M + P}{6},$$

(3.1)

where TE – expected work duration;

O – optimistic work duration;

M – most likely work duration;

P – pessimistic work duration.

Optimistic, pessimistic, most probable and expected times for all activities during the project are presented in the table 3.3. The assessment of the time required for the work was carried out by the company's specialists. The determination of the optimistic, pessimistic and most probable time for the implementation of the previously proposed measures was carried out on an anvil. It was based on previous extensive experience in various projects.

Planning of work duration and work scope

Work index	Work content	Duration of work				Scope of work, person
		Optimistic	Most likely	Pessimistic	Expected	
0 – 1	Preparation of offers in English	3	4	6	**4**	1
0 – 2	Hiring HR managers with knowledge of English	13	15	20	**16**	2
1 – 3	Writing an onboarding script for the finance department	4	6	7	**6**	3
2 – 6		0	0	0	**0**	0
3 – 4	Preparation of Trello templates	2	3	5	**3**	2
4 – 5	Development of the company's policy	10	12	15	**12**	4
4 – 6	Preparation of project managers for new foreign employees	5	6	10	**7**	11
5– 8		0	0	0	**0**	0
6 – 7	Setting up tables	7	10	14	**10**	4
7 – 8	Development of onboarding for new employees	5	6	10	**7**	3

The most durable work is searching for equipment because choice of equipment defines a technology of service providing which is critical for quality.

Calculation of time characteristics of events is presented in the table 3.3. This allows you to determine the earliest and latest start and end of activities throughout the project, as well as a variable value, which is a measure of the excess time and resources available to complete a task. This is the amount of time that a project task can be delayed without causing a delay in any subsequent tasks or for the entire project.

So, we can see from the tab. 3.3 critical events that has total float equal to zero. The event with zero float not necessarily lays on the critical path since its path may not be the longest. We can conclude that all the events, except event 7, are laying on the critical path.

Table 3.4

Calculation of the time characteristics of events

i	j									T_i^1
	0	1	2	3	4	5	6	7	8	
0		4	16							7-4=4. **16-16=0**
1				6						13-6=7
2					0					16-0=16
3					3					16-3=13
4						12	7			**23-7=16** 40-12=28
5									0	40-0=40
6								10		33-10-23
7									7	40-7=33
8										40
T_j^e	0	0+4=4	0+16=16	4+6=10	**16+0=16** 10+3=13	16+12=28	16+7=23	23+10=33	28+0=28 **33+7=40**	-
R	0	7-4=3	16-16=0	13-10=3	16-16=0	40-28=12	23-23=0	33-33=0	40-40=0	-

Floats for each event (R) is calculated by a formula:

$$R = T^l_j - T^e_j,$$ (3.2)

where T^l_j – latest term for event j;

T^e_j – earliest term for event j.

It is also necessary to subtract periods of activity to indicate critical actions. It is determined by the excess time and resources available to complete the task. This time that a project task can be postponed without causing delays in any subsequent tasks (free float) or the entire project (total float) is calculated based on early and late voyages. This allows you to calculate the earliest and latest start and end of activities throughout the project, as well as a floating value that is a measure of the excess time and resources available to complete a task. This is the amount of time that a project task can be delayed without causing delays in any subsequent tasks (free float) or for the entire project (total float).

For calculation a total float (TF) it is necessary to use following formula:

$$TF = T^l_j - t_{ij} - T^e_i,$$ (3.3)

where T^l_j – the latest finish of activity i-j;

t_{ij} – duration of activity i-j;

T^e_i – the earliest beginning of the activity i-j.

For calculation an early float (EF) it is necessary to use following formula:

$$EF = T^e_j - t_{ij} - T^e_i,$$ (3.4)

where T_j^e – the earliest finish of the activity i-j.

For calculation a late float (LF) it is necessary to use following formula:

$$LF = T_j^l - t_{ij} - T_i^l, \qquad (3.5)$$

where T_i^l – the latest beginning of the activity i-j.

For calculation a free float (FF) it is necessary to use following formula:

$$FF = T_j - t_{ij} - T_i \qquad (3.6)$$

Calculation of the floats for improvements in the organization of remote work is presented in the table 3.5.

Table 3.5

Calculation of the time characteristics of works of the innovation project

Work index	Beginning of the activity		t_{ij}	End of the activity		Floats			
	T_i^e	T_i^l		T_j^e	T_j^l	Total float	Early float	Late float	Free float
0 – 1	0	0	4	4	7	**3**	0	**3**	0
0 – 2	0	0	16	16	16	0	0	0	0
1 – 3	4	7	3	10	13	**6**	**3**	**3**	0
2 – 4	16	16	0	16	16	0	0	0	0
3 – 4	10	13	3	16	16	**3**	**3**	0	0
4 – 5	16	16	12	28	40	**12**	0	**12**	0
4 – 6	16	16	7	23	23	0	0	0	0
5 – 8	28	40	0	40	40	**12**	**12**	0	0
6 – 7	23	23	10	33	33	0	0	0	0
7 – 8	33	33	7	40	40	0	0	0	0

As we can see, half of actions have floating values. This causes a moderate level of risk, therefore, for the successful implementation of this project, periodic time control is required to complete the following tasks:

- hiring HR managers with knowledge of English;
- preparation of project managers for new foreign employees;
- setting up tables;
- development of onboarding for new employees.
- That is why we can make a conclusion about critical way.

As we can see from this section, we have outlined the main actions that should be organized to improve remote work. With the help of the PERT chart, we were able to calculate the minimum time (the so-called critical path) for which our 8 actions can be implemented. This is the way 0-2-4-6-7-8. In days it takes 16+0+7+10+7=40 days (it's expected value). Therefore, we can conclude that in 40 working days (almost 2 months) we will be able to improve our existing process.

3.3. Efficiency of recommendations implementation

The implementation of various measures provides 2 main types of effects: social and economic. The social effect is determined from the difference in indicators characterizing changes in the social sphere as a result of the implementation of environmental protection measures. Economic, in turn, determines the feasibility of implementation, the growth of labor productivity and the annual economic effect (we can also call this "reduced cost savings"). Other indicators should also be taken into account: a decrease in the labor intensity of products, an increase in production volume, savings in production costs, savings in working time.

In this case, I propose to consider the social effect of the implementation of improvements in the organization of remote work.

The social effect can be determined based on certain factors (table 3.6).

In our case, the social effect of improvement is limited by community, culture and lifestyle. The introduction of international recruitment into the company brought about a series of changes in telecommuting. This will require certain efforts: time

expenditures, man-hours expenditures, intellectual expenditures. However, it's worth it. Everything is in order.

<div align="right">**Table 3.6**</div>

<div align="center">**Factors of social effect**</div>

Factor	Features
Culture	Beliefs, habits, values and language.
People's way of life	How they live, work, interact with the outside world and with each other in everyday life.
Community	Connection, stability, nature and type of work and opportunities.
Environment	Quality of water and air, availability and quality of food, level of risk, pollution and noise, physical safety, access and control over resources.
Aspirations and fears	The perception of security, the degree of confidence in the future (of one's own and one's children).

People's way of life. Our improvements will make the company's employees feel more comfortable and relaxed. We had the opportunity to familiarize ourselves with the results of a survey by an employee for satisfaction with the transition to a remote work format. This model of work will allow them to build their day as they feel comfortable, finding small pleasures, for example, such as "working in comfortable clothes all day". It should also be noted that most remote workers can plan their own time and work at such a rhythm and pace that is convenient and / or familiar to them. If the employee is tired, you can take a break (unless, of course, there are no time and activity trackers).

Or come up with another form of work: divide the work into several stages - in the morning and in the evening, and go about your business most of the day. For example, go to the gym or foreign language courses (which in turn can increase the "price" of an employee in the market). If you spend about two hours a day on a trip (and preparing for it), in a month it will already be 44 hours, and in a year, it will not be so short - 22 days (almost a month)! And if you add here also lunch breaks, smoke breaks and conversations with colleagues, and with horror it becomes clear how much time goes nowhere. Now about the money. Travel costs money, whether it's your own car or public transport. And even more money is spent on lunch and coffee

- at home, after all, all this is available in the usual kitchen. As a result, the savings can be substantial.

High mobility. There are practically no problems with the Internet in our country, and if you have a laptop, you can work anywhere: at least at home, at least in a cafe, at least in the village or in the country. A worthy option for a change, if you are tired of working in one place and you want to change the setting and look.

Easier to concentrate. It doesn't matter if an employee works in a large team or not, there will always be more stressful situations and various distractions in the office than at home. The situation when you want to concentrate on solving a problem, and constantly questions and conversations with colleagues who have nothing to do at the moment, is probably familiar to everyone.

There are also many positive aspects for the company, due to the transition to a remote work format. However, one important point can be highlighted - the ability to hire the best. Even in large cities, finding high-level specialists can be a big problem, especially if we talk about some narrow specializations. As a result, you may not find the right person for the office at all, or his salary expectations will not match your level (this is often the case). And if you open a vacancy with the prospect of working from home, you can easily find the necessary specialist in any corner of the country or the world.

So, we are moving towards culture. I think it will not be news and something unexpected if I say that the main effect of hiring foreign employees and, thereby, changing remote work, will be the English language. Yes, now everyone, from a child to an old man, understands the importance of knowing English, what prospects the language opens up. In this case, it is just an opportunity to study English from different angles (after all, there are many dialects), to get acquainted with the cultures of different countries and peoples. By the way, knowledge of cross-cultural management is useful here for HR managers and project managers. Indeed, cross-cultural management is based on understanding the characteristics of different countries and people for effective management.

In addition to English, one should not forget about the exchange of experiences and habits (at work and in life). It just so happened that I had the opportunity to work with foreign specialists. And I can say that this is an indescribable experience that changes the approach to work and broadens one's horizons. As for IT, there are a number of technologies that are used in a particular country depending on trends. And different specialists from different countries allows you to expand this stack.

And finally, community. We can view community as possibilities. Opportunities for the company, for employees and even for the company's customers. Everything in order. As for the company:

− a more flexible work format allows you to increase employee loyalty;

− again, international recruitment opportunities;

− stability, because the more comfortable an employee is, the more stable he is at work.

If we are talking about employees:

− a flexible work format allows you to maintain a balance of work and life;

− there is an opportunity to learn and use the practices of colleagues from other countries (growth in knowledge);

− a sense of belonging to a huge company with employees all over the world.

And finally, about clients:

− loyalty - as practice shows, international clients are more loyal when the project has employees from their own countries who understand the specifics of the work;

− reliability - with a remote format of work, there is confidence that all requests will always be closed on time;

− the name of the company - when a company is spoken about not only in one country, but in a number of countries (and not the smallest in terms of area and importance), then the image is enhanced.

As we can see, as a result of improved remote work (due to international recruitment), a persistent social effect is seen, which shows a positive trend not only for one of the parties, but also for the entire "main triangle": company, employee, customers. Therefore, we can assume that the previously agreed activities will bring more positive dynamics and development for the company. But it's according social effect.

Let's consider economic effect. The economic effect [36] is the final economic result that is obtained from the implementation of a certain measure. The measures should lead to the improvement of a certain work of the enterprise. The result is an absolute indicator and can be measured in monetary units. In general, the recipient of the effect expects to initially carry out certain costs, subsequently receive additional income from the measures taken. The economic effect itself is an additional income that is obtained through:

– additional profit;

– minimization of material and labor costs;

– increase in the volume or quality of goods, which is expressed in price.

A preliminary calculation of the economic effect or potential of the project helps to correctly prioritize and focus all efforts and attention on those projects and works that will bring the most benefit and pay off as soon as possible. When implementing projects, it is recommended to give preference to projects that are simple to implement, inexpensive and quickly implemented. If you have two projects of the same complexity and cost, you can always choose the one whose potential economic effect is of great importance.

Also, a preliminary calculation of the economic effect helps to assess the payback period and the overall benefit for the organization, or rather the feasibility of investing in the implementation of a project. The calculation gives an answer to the questions "What will it give us?" and "What are we going to get from this?"

You can calculate the economic effect of any improvement. In many Western organizations, it is even planned to achieve the economic effect of eliminating losses up to months.

We can say that the effect determines the degree of efficiency, which in turn determines the degree of profitability. The indicator of effect is relative, so it can be used when comparing with existing standards.

In general, the benefit from the implementation of the effect is characterized by three circumstances:

− the costs of carrying out activities, which should be as low as possible;

− the effect of implementation, which should be maximum;

− the period during which the effect occurs.

Depending on the nature of the measures taken to increase the effect, its calculation is carried out in different ways. The general formula of the economic effect does not exist; it is determined as the source of this effect is determined.

If the calculation results in the annual effect from the event, then to obtain the total amount of the effect, it must be multiplied by the number of years that this effect brings.

When using the indicator of economic effect, it is necessary to take into account that this is an absolute indicator that cannot be compared with various alternative directions of investment with different amounts of costs. Therefore, a relative indicator is used – economic efficiency [26]. In table 3.7, you can see the estimated economic effect of the previously proposed improvements for remote work in an LLC "Freshcode".

Table 3.7

Calculation of the economic effect of recommended measures

Expenses	Specialist	Man-days	Salary, $/day	Value, $
1	2	3	4	5
Preparation of offers in English	1 HRs	1	50	50*1=**50**
Hiring HR managers with knowledge of English	2 recruiters	2	40	80*1=**80**
Writing an onboarding script for the finance department	2 HR 1 financial specialist	3	50 45	50*2+45=**145**
Preparation of Trello templates	1 HRs	2	50	50*2=**100**

1	2	3	4	5
Development of the company's policy (taking into account the peculiarities of international employees)	1 HRs 1 lawyer 1 CEO	4	50 30 80	50*2+30+80= **210**
Preparation of project managers for new foreign employees	3 HRs 7 PMs	11	50 55	55*7+3*3*50= **835**
Setting up tables	2 HRs 2 financial specialist	4	50 45	(50+45)*2=**19 0**
Development of onboarding for new employees	1 HR	3	50	50*3=**150**
Salary for HRs, who we will hire	2	-	-	2000
Summary				**3760**

As we see the company must spend about $ 4,000 to cover the costs of implementing the improvements. I would like to draw your attention to the fact that the costs relate only to the salaries of specialists who are already working in the company. Most of the work will be done by the HR department and it will cost about $ 960. Financial specialists will also be involved in the process and it will cost the company $ 90. For project managers who should be trained to interact with foreign employees, the company should be allocated $ 385 from the budget. The lawyer and the CEO of the company will spend $ 30 and $ 80, respectively, during this period.

I would also like to draw your attention to the interaction of HRs and PMs. It will take 7 days for 7 PMs for training and 3 HRs: during this time one HR will be able to train 2 PMs and will spend a few more days to prepare materials.

And another $ 2,000 ($ 1,000 for 2 HRs) for their salary. I took this point into account because it is generally a part of this process and, in addition, we expect hiring within 2 weeks, and the whole improvement process should take about 40 days. That is, the company will have another additional item of expenses.

CONCLUSION

There is an opinion that remote work is almost a career dead end. But a quick glance at the statistics is enough to understand that teleworking of employees is a powerful international trend. The number of remote employees would not grow exponentially if people viewed remote work as a futile endeavor. There are many examples of successful career growth for remote employees in both large companies and small firms. But it is important to remember that effective remote work requires specific skills, organization and technical equipment. With them, a remote employee can easily work as productively and achieve success as any other employee in the company.

Teleworking in a pandemic cannot be equated with teleworking under normal conditions. Many of its virtues, such as flexible working hours, are simply not applicable because people have been isolated at home. Namely, the alternation of work at home and in the office allows you to use the advantages of both methods of organizing work and level the disadvantages of each of them.

The results obtained do not allow us to draw an unambiguous conclusion, but it was naive to expect high efficiency from remote work if it was hasty implemented [27]. Accordingly, despite the global nature of the experiment, it is not worth drawing far-reaching conclusions about the productivity of remote work from it. Moreover, the question itself seems to be somewhat one-sided.

Productivity is certainly important, but trying to measure the effectiveness of remote work as such is pointless. This is like the notorious average temperature in a hospital - each patient has his own symptoms and methods of treatment. If the process, in principle, can be performed remotely, a lot will depend on the performer and the organization of his work (communications, workplace, etc.). And here there is a wide field for optimization, for which in the conditions of the crisis there is simply not enough time or resources.

The focus on productivity among telecom advocates is driven by a desire to dispel prejudice against it. This resembles the situation with the advancement of

cloud computing in the early stages of its development. Then they were advertised as a way to save on their own infrastructure. And although this is often true, other advantages are often decisive in their selection, such as the ability to quickly obtain the necessary resources.

Likewise, the value of telecommuting for companies may not lie in productivity gains, but, for example, in increasing attractiveness in the labor market. Flexible working hours are becoming one of the main criteria when choosing an employer, so that companies that do not support it turn out to be less attractive to jobseekers and may later face difficulties in hiring specialists [1]. They will have to pay higher salaries to valuable specialists, but even that may not be enough to attract them.

The results of the research were published in two scientific articles.

REFERENCES

1. Авдеева И. Ю. Организация и контроль деятельности даленных сотрудников. // Актуальные вопросы бухгалтерского учета и управления в информационной экономике. / И. Ю. Авдеева /. – 2019. – № 1. – С. 230-233.

2. Андропов С. Сократили? Плюнь на все, стань фрилансером! / С. Андропов. – Москва ЛитРес: , 2015. – 115 с.

3. Бахорина С. Е. Проблемы использования электронного документооборота при удаленной работе. / С. Е. Бахорина // Журнал Белорусского государственного университета. – 2018. – №1. – С. 46–51.

4. Вне поля зрения [Electonic resource]. // B-mag – Access mode: https://b-mag.ru/2014/menedzhment/vne-polya-zreniya/

5. Грузина И. А. Применение стратегического подхода к управлению персоналом современного предприятия / И. А. Грузина // Научный информационный журнал «Бизнес Информ». – Харьков: ИД «ИНЖЭК». – 2010. - №2. - С. 100 - 103.

6. Грузіна І. А. Вплив факторів нематеріальної мотивації на формування трудової поведінки робітників / І. А. Грузіна // Економіка розвитку. – 2010. – №3 (55). – С. 67 – 69.

7. Грузіна І. А. Дослідження тенденцій розвитку теорій управління персоналом / І. А. Грузіна // Управління розвитком. – 2009. – №4 – С. 20 – 22.

8. Грузіна І. А. Мотиваційне управління персоналом як передумова стратегічного розвитку підприємства / І. А. Грузіна: матеріали Міжнародної науково-практичної конференції [«Сучасні проблеми управління підприємствами: теорія та практика»], (м. Харків, 8 – 9 листопада 2012 р.). – Харків: Вид-во ХНЕУ, 2012. – С. 10 – 13.

9. Грузіна І. А. Удосконалення системи оцінки компетенцій персоналу підприємства / І. А. Грузіна // Научный информационный журнал «Бизнес Информ». – 2011. – №9. – С. 177 – 181.

10. Исследование: каково это – работать на удаленке [Electonic resource]. // Finder. – Access mode: https://blog.finder.vc/issledovanie-kakovo-eto-rabotat-na-udalenke

11. Как организовать работу компании из дома: детальная инструкция [Electonic resource]. // Mc.today. - Access mode: https://mc.today/vse-ushli-na-udalenku-kak-organizovat-rabotu-kompanii-iz-doma-detalnaya-instruktsiya/

12. Как эффективно построить систему контроля удалённой работы сотрудников. [Electronic resource]. // Гарда технологии – Access mode: https://gardatech.ru/articles/smi/kak-effektivno-postroit-sistemu-kontrolya-udalennoy-raboty-sotrudnikov/

13. Кто и когда придумал удалённую работу [Electonic resource]. // Справочник. – Access mode: https://spravochnick.ru/freelance/kto_i_kogda_pridumal_udaljonnuju_rabotu/

14. Кодекс законів про працю України від 10.12.71 № 322-VIII [Електронний ресурс] // Сайт Верховної Ради України. – Режим доступу: https://zakon.rada.gov.ua/laws/show/322-08#Text

15. Контроль удаленных сотрудников. Как управлять удаленной командой [Electronic resource]. // kickidler. – Access mode: https://www.kickidler.com/ru/info/control-remote-employees-how-to-manage-a-remote-team.html

16. Конобевцев Ф. Д. Удаленная работа: технологии и опыт организации. /Ф. Д. Конобевцев, Н. И. Лаас, Е. В. Гурова, И. А. Романова/ Вестник университета/ . –2019. –№7. –С. 9–17

17. Леонова Е. Аутстаффинг: что это за услуга и чем отличается от аутсорсинга [Electonic resource] // Hurma. – Access mode: https://hurma.work/ru/blog/autstaffing-chto-eto-za-usluga-i-chem-otlichaetsya-ot-autsorsinga/

18. Лепейко Т. І. Організаційна поведінка: навчальний посібник / Т. І. Лепейко, С. В. Лукашев, О. М. Миронова. – Х.: Вид. ХНЕУ, 2013. – 156 с.

19. Литовченко І. В. Особливості використання гнучкого режиму робочого часу та дистанційного режиму праці наукових працівників / І. В. Литовченко, В. М. Лугова / Економічний розвиток і спадщина Семена Кузнеця: матеріали Міжнар. наук. конференції , м. Харків, 31 травня-1 червня 2018 р. – Х.: ХНЕУ ім. С.Кузнеця, 2018. – С.

20. Лушников А.М. Проблемы дифференциации в правовом регулировании отношений в сфере труда и социального обеспечения /А. М. Лушников/ Материалы Пятой Международной научно-практической конференции. –2009. – С.18

21. Львова А. Основные типы IT-компаний [Electonic resource] // Журнал ЕРАМ Клевер. – Access mode: https://klever.blog/types-of-it-companies/

22. Лопатина Н. В. Удаленная работа в библиотеке: путь проблема поставлена. / Н. В. Лопатина / Вестник МГУ культуры и искусства. – 2017. –№2 (76). –С. 139–145.

23. Мазоренко О. В. Е-рекрутмент як альтернатива традиційним інструментам управління персоналом [Електронний ресурс] / О. В. Мазоренко // Фінансовий простір. – 2015. – № 3 (19). – С. 245 – 248. – Режим доступу : http://fp.cibs.ck.ua.

24. Малюкіна А. О. Процес адаптації персоналу до умов роботи в Інтернет-середовищі / А. О. Малюкіна // Концептуальні засади менеджменту в інформаційній економіці: монографія / За заг. ред. докт. екон. наук, професора Лепейко Т. І. – Х.: Вид. ХНЕУ, 2010. – С. 127 – 131.

25. Назаров Н. К. Конфлікти на підприємстві: визначення, причини, типи / Н. К. Назаров // Науковий вісник Херсонського державного університету. Серія: Економічні науки. – 2014. – №5. – С. 198 – 201.

26. Определение экономического эффекта [Electonic resource] // Центр управления финансами. – Access mode: https://center-yf.ru/data/economy/opredelenie-ekonomicheskogo-effekta.php

27. Орлов А. Исследование. Что не нравится в удалёнке даже фрилансерам. [Electronic resource]. // Talent tech. – Access mode: https://blog.talenttech.ru/remote-plus-minus

28. Орлов В. Удаленная работа как новая реалия трудовых отношений: Анализ факторов предрасположенности к удаленной работе. / В. Орлов, Е. Бурашина // Вестник югорского государственного университета. – 2014. – I№4. – С. 40-46.

29. Принципы Remote: как организовать удалённую работу. [Electronic resource]. //Hubr. – Access mode: https://habr.com/ru/company/liteorder/blog/290542/

30. Тимофеева В. Удаленная работа: что это такое, зачем и как? [Electronic resource]. // Happy Monday. – Access mode: https://happymonday.ua/ru/udalennaya-rabota

31. Топ-5 советов для эффективной организации удаленной работы сотрудников. [Electronic resource]. //Plantro. – Access mode: https://plantro.ru/news/2019102/top-5-sovetov-dlya-effektivnoj-organizaczii-udalennoj-rabotyi-sotrudnikov/

32. Ульянова Е. Без стресса: 25 методов управления удаленной командой [Electronic resource]. // Теплица социальных технологий. – Access mode: https://te-st.ru/2020/07/25/remote-work-canva/

33. Управление удаленной командой. Проблемы и пути решения [Electonic resource] // Your mentor. – Access mode: https://www.your-mentor.ru/management/117-upravlenie-udalennoj-komandoj-problemy-i-puti-resheniya

34. Хорошая работа, или нестандартная занятость [Electonic resource]. // executive.ru. – Access mode: https://www.e-xecutive.ru/community/magazine/1029355-ludmila-polovinkina-horoshaya-rabota-ili-nestandartnaya-zanyatost

35. Чем отличается удаленная работа от фриланса: 2 главных отличия [Electronic resource]. // IgorZuevich.com. – Access mode:

https://igorzuevich.com/chem-otlichaetsya-udalennaya-rabota-ot-frilansa-2-glavnyx-otlichiya/

36. Экономический эффект [Electonic resource] // Справочник от Автор24. – Access mode: https://spravochnick.ru/ekonomika/ekonomicheskiy_effekt/

37. Abrams Z. The future of remote work [Electronic resource]. // American Psychological Association. – Access mode: https://www.apa.org/monitor/2019/10/cover-remote-work

38. Aston B. 27 best practices for managing remote teams in 2021 [Electonic resource] // people managing people. – Access mode: https://peoplemanagingpeople.com/general/tips-managing-remote-teams/

39. Dighe S. How to effectively manage your remote team [Electonic resource] // Clarion technologies. – Access mode: https://www.clariontech.com/blog/how-to-effectively-manage-your-remote-team

40. Ganzha D. How remote work affects efficiency? [Electronic resource]. // Управляем предприятием. – Access mode: https://upr.ru/article/kak-udalyennaya-rabota-vliyaet-na-effektivnost/

41. Greenberg A. Distributed teams vs. remote teams: are they the same thing? [Electonic resource] // Contract recruiter. - Access mode: https://www.contractrecruiter.com/distributed-teams-remote-teams/#What_is_a_Remote_Team

42. Horizontal Analysis vs. Vertical Analysis: What's the Difference? [Electronic resource]. // Indeed career guid. – Access mode: https://www.indeed.com/career-advice/career-development/horizontal-analysis-vs-vertical-analysis

43. Remote working [Electronic resource]. // Cambridge dictionary. – Access mode: https://dictionary.cambridge.org/dictionary/english/remote-working

44. Telecommuting [Electronic resource]. // SearchMobileComputing. – Access mode: https://searchmobilecomputing.techtarget.com/definition/telecommuting

45. Kashyap S. A manager's guide to manage remote team [Electonic resource] // proofhub. - Access mode: https://www.proofhub.com/articles/managing-remote-teams

46. Lopez A. What is a virtual team? Definition & examples [Electonic resource] // Projectmanager. – Access mode: https://www.projectmanager.com/blog/what-is-a-virtual-team

47. Managing a remote team? Establishing structure is the key to engagement [Electonic resource] // Organimi. – Access mode: https://www.organimi.com/establishing-remote-team-structure/

48. Matsikanych I. M. Barriers to work measurement / I. M. Matsikanych, L. O. Ignatenko // Інтеграційні процеси й інноваційні технології: Зб. наук. праць. – Х.: Вид. ХНАДУ, 2014. – С. 219 -222.

49. Matsikanych I. M. Essence of the valuation of labour, its goals and objectives in the present conditions / I. M. Маціканич: матеріали ІІ Міжнар. наук.-практ. інтернет-конф. [«Формування стратегії науково-технічного, екологічного і соціально-економічного розвитку суспільства»], (Тернопіль, 5 - 6 грудня 2013 р.). – Тернопіль: Крок, 2013. – С. 216 – 218.

50. Official web-site of LLC "Freshcode" [Electonic resource]. – Access mode: https://freshcodeit.jobs/

51. Omelchenko V. Аутсорсинг и аутстаффинг в IT: разница между двумя видами услуг [Electonic resource] // Yojji. - Access mode: https://yojji.io/ru/blog/autsorsingh-i-autstaffingh

52. Ration analysis [Electronic resource]. // Accounting tools. – Access mode: https://www.accountingtools.com/articles/ratio-analysis.html

53. Remote project management – tips to manage successful remote project teams [Electonic resource] // Project. - Access mode: https://kissflow.com/project/remote-project-management/#types-of-remote-project-teams

54.   Remote projects 101: the remote guide to project management [Electonic resource] // Twist. - Access mode: https://twist.com/remote-work-guides/remote-project-management

55.   Savina A. Pros and cons of remote work: is it as great as it sounds? [Electonic resource] // miro. - Access mode: https://miro.com/guides/remote-work/advantages-and-challenges

56.   Turmel W. Remote team or virtual team: what's the difference? [Electonic resource] // Management.Issues. - Access mode: https://www.management-issues.com/connected/6262/remote-team-or-virtual-team-whats-the-difference/

57.   Vessella V. Establishing structure to engage remote employees [Electonic resource] // repsly. - Access mode: https://www.repsly.com/blog/field-team-management/establishing-structure-to-engage-remote-employees

58.   Wallace B. Embracing the Future of Remote Work [Electronic resource]. // business.com. – Access mode: https://www.business.com/articles/embrace-future-of-remote-work/

59.   What is a virtual or remote team? [Electronic resource] //Assistant. – Access   mode: https://www.alchemyformanagers.co.uk/topics/whKJy23z8nHLAFhf.html

60.   What is Project Evaluation Review Technique (PERT)? [Electonic resource].   //   CFI.   -   Access   mode: https://corporatefinanceinstitute.com/resources/knowledge/other/project-evaluation-review-technique-pert/

61.   What is teleworking? Definition and meaning [Electronic resource]. // Market business news // - Access mode: https://marketbusinessnews.com/financial-glossary/teleworking-definition-meaning/