

ЕКОНОМІКА ТА УПРАВЛІННЯ ПІДПРИЄМСТВАМИ

UDC 330.654:338.4

DOI: <https://doi.org/10.32782/2224-6282/184-11>**Gnylianska Lesia**Doctor of philosophy (PhD) in Economics, Associate Professor,
National University "Lviv Polytechnic"
ORCID: <https://orcid.org/0000-0003-2924-7165>**Fedorovych Daryna**Applicant for Higher Education,
National University "Lviv Polytechnic"**Гнилянська Л.Й., Федорович Д.П.**

Національний університет «Львівська політехніка»

IMPLEMENTATION OF A SYSTEM OF TRAINING MANAGERS
IN THE LLC "TECHNICS FOR BUSINESS" WITH THE HELP
OF INNOVATIVE LEARNING TECHNOLOGIES

The reform and modernization of enterprise management in Ukraine in the context of integration into the European and global business space entail an open system, the development of partnership relations, and cooperation. Given that innovative activity is a significant driver of economic and social progress, the question of its activation is particularly relevant today. In the rapidly developing market environment, it becomes increasingly challenging to research demand, forms a clear understanding of the preferences of different consumer groups, and have an effective marketing influence on them. It is not enough to develop a new product; it is necessary to create new value for the consumer and convince them of the quality of the product and its ability to satisfy their needs. The system of personnel training ensures the reproduction of a qualified workforce in line with the needs of product development and its constant technological renewal. Such a system should be designed to influence each employee throughout their entire work activity. Each level of education is intended to be a continuation of the previous one and to fully correspond to both the abilities and possibilities of the employee and the needs of the enterprise.

Keywords: enterprise, profitability, innovation, innovative technologies, training, training, business simulation, virtual training, business games, gamification.

JEL classification: C10, C42, D24, D60, E20, F41, L10, L23, M11, M21, O14, O40

ВПРОВАДЖЕННЯ СИСТЕМИ НАВЧАННЯ МЕНЕДЖЕРІВ
НА ТЗОВ «ТЕХНІКА ДЛЯ БІЗНЕСУ» ЗА ДОПОМОГОЮ
ІННОВАЦІЙНИХ ТЕХНОЛОГІЙ НАВЧАННЯ

Підтримка мобільного навчання стає однією з основних бізнес-завдань кожного ІТ підприємства. Оскільки всебічно розвиваюча орієнтація освітніх процесів із підготовки кадрів обумовлює перехід від авторитарно-комунікативного до гуманітарно-комунікативної взаємодії суб'єктів освітньої діяльності, зокрема суб'єктів спільної діяльності управління, необхідно впроваджувати інноваційні методи підготовки та перепідготовки кадрів. Скласти цілісне уявлення менеджеру про вплив його рішень на успішність компанії дають можливість бізнес-симуляції. Використовується він в різних сферах діяльності людини: починаючи від медицини і закінчуючи гуманітарними науками. В бізнес термін «симуляція» був імпортований з кібернетики, де його використовували для позначення моделювання та імітації реальності задля спрощення реальних ситуацій та створення моделей. В статті здійснювався пошук шляхів інтенсифікації підготовчого процесу працівників для виконання поставлених перед ними функцій на основі впровадження інтерактивних технологій навчання, створення психологічно комфортного середовища, що забезпечив би свободу слухачів у виборі освітніх форм і методів. Було поставлено за ціль обрати найбільш належні для ТЗОВ "Техніка для бізнесу" методики навчання персоналу, що відповідали б сфері його діяльності та особливостям внутрішньої політики організації. Ціллю було сформулювати професійні знання і навички щодо прийняття самостійних рішень під час професійної діяльності в реальних ринкових умовах на базі знань, набутих під час навчання. Тому нами було визначено, що для директора з персоналу ТЗОВ «Техніка для бізнесу» бізнес-симулятор «Місія: Кімфорт» має стати неформальним центром оцінювання. Учасні у тренуванні можна розглядати як процедуру оцінки менеджерів зі збуту по ключових компетенціях. Звичайно, для цього потрібно творчо поставитися до можливостей, які надає тренажер. Займатися цим є сенс, адже ТЗОВ «Техніка для бізнесу» важливо оцінити саме управлінські компетенції своїх менеджерів: вміння вирішувати проблеми, грамотно приймати рішення, розуміти логіку дій конкурентів і враховувати її при розробці стратегії. Тренажер дозволяє провести діагностику та оцінку ключових компетенцій менеджерів, зрозуміти, чи можуть управлінці: створювати ефективні бізнес-моделі; оцінювати ризики, прогнозувати наслідки прийнятих рішень; діяти проактивно (прораховувати рішення на кілька кроків вперед); працювати в команді (сприймати знання і досвід колег як загальний ресурс, погоджувати інтереси, розподіляти відповідальність, вирішувати конфлікти). Крім того, під час участі в навчанні можна оцінити: особливості мотивації (спрямованість на досягнення успіху або уникнення невдач, готовність

людини докладати особисті зусилля для підвищення кваліфікації та розвитку); навички самоменеджменту (вміння розподіляти час, ефективно організувати свою роботу). Участь у бізнес-симуляції дає можливість менеджерам вищої і середньої ланки ТзОВ «Техніка для бізнесу» підтвердити свою кваліфікацію, продемонструвати готовність працювати в висококонкурентних умовах відкритих ринків, гнучко використовувати маркетингові та фінансові інструменти для зростання продажів.

Ключові слова: підприємство, прибутковість, інновація, інноваційні технології, навчання, тренінги, бізнес-симуляція, віртуальне навчання, ділові ігри, гейміфікація.

Statement of the problem. During the production and economic activities of the LLC "Technics for Business", a constant turnover of funds is carried out. The placement of funds in innovative products for manufacturing goods and obtaining revenue from their sale characterizes the turnover of funds in the sphere of innovative activity. Ensuring the necessary cash inflows to reimburse the costs of production and circulation, timely fulfillment of financial obligations to the state, banks, and other economic entities, and the formation of income and profit are the most important aspects of the activity of an innovative enterprise, the successful implementation of which is impossible without competent and balanced actions of managers. Since the comprehensive development orientation of educational processes in the training of personnel involves a transition from authoritarian-communicative to humanistic-communicative interaction of subjects of educational activity, including subjects of joint management activity, it is necessary to implement innovative methods of training and retraining of personnel, which requires additional funding. The search for ways to intensify the preparatory process of employees for performing their assigned functions is based on the implementation of interactive learning technologies and creating a psychologically comfortable environment that provides freedom of choice for learners in educational forms and methods. Therefore, our goal is to choose the most suitable training methodologies for the personnel of LLC "Technics for Business" that correspond to the scope of its activities and the peculiarities of the organization's internal policy.

Analysis of recent research and publications. The issue of employee training technologies at the enterprise is considered in scientific works by many well-known experts. A significant contribution to the study of the peculiarities of the enterprise employee training system, in particular managers, was made by numerous foreign and domestic scholars, among whom it is worth mentioning the works of Rudinska O.V., Belyakova V.V. [1], who investigated the use of business simulation for developing skills in managing project portfolios in conditions of uncertainty. Oleshko A.A., Gorokhovets Ye.V. [2] studied the principles of applying business simulation in venture investing. Krivoschekova M.V. [3] analyzed and proposed the method of computer simulation as an interactive form of training. Borodiienko A. [4], who worked on issues related to the advantages and disadvantages of business simulation methods over traditional pedagogical training methods, and so on. Despite the large number of scientific works and significant achievements in the theory and practice of the training system, some questions remain a constant subject of discussion. These include the theoretical and methodological foundations of innovative employee training technologies at the enterprise, namely at LLC "Technics for Business".

The purpose of the article is to theoretically substantiate and develop practical recommendations for improving the system of employee training through innovative technologies. It also aims to explore ways to intensify the preparatory

process for employees to perform their assigned functions by introducing interactive learning technologies and creating a psychologically comfortable environment that provides learners with freedom in choosing educational forms and methods.

Summary of the main results of the study. In the modern world, business simulation training is experiencing a real boom. Business simulations have long been successfully used to solve business tasks in the West, and they are gaining more and more popularity. In Ukraine, the mission of gamification has been taken on by the company NewRealGoal. Capsim, founded in 1985 by professors of American business schools Craig Watters and Dan Smith in the field of business simulation development, is one of the first companies in this area. It specializes in developing modern tools for personnel competence development and assessment. Capsim products reflect modern market trends and use online technologies for result processing. To date, over 200,000 people worldwide have gone through Capsim simulations. Various Capsim simulations are used for assessing and training managers of the world's largest companies, and university and business school students. Simulations form the basis of business courses at many educational institutions (Harvard, Wharton, Kellogg, Kelley, Emory, Berkley, among others) and are included in the curriculum of several corporate universities (General Electric, Microsoft, PricewaterhouseCoopers, Samsung, Schneider Electric, Sempra Energy, Alcoa, Bridgestone-Firestone, Caterpillar, Citibank, Computer Associates, Cummins, Dell, among others). Elearning Industry, a network of websites aimed at supporting those who use technology in education, published statistics on the market volume of educational games and reports on the latest trends in gamification tools adoption. The global market for mobile learning products and services reached \$5.3 billion in 2019 and is expected to reach \$8.7 billion in 2023 and even \$12.2 billion in 2025. The corporate online market is expected to grow by 13% annually until 2025. Today, 77% of American companies offer online corporate training to improve their employees' skills. There are many business simulations in the world, some of which are also available in Ukraine. The simulation models developed by the Finnish company Cesim are a powerful tool for market modeling. The interface is easy to learn and intuitive to play, but simultaneously, the game utilizes a complex mathematical model of the market environment. The main ones are Celemi, Cesim, Global Management Challenge (GMC), Harvard Business Publishing, Oak Tree, Topaz Management Simulation, TopSim, and Corporation Plus, which are compared in Table 1.

Characteristics of the main parameters of foreign and domestic business simulations for enterprise management are shown in Table 2.

Achieving the desired value of the strategic indicator of return on equity growth is planned through the execution of a game simulator for training managers at the enterprise. Business simulation is a modern technology for evaluating and developing personnel based on modeling existing business processes, which allows participants to gain expe-

Table 1

Comparison of the main characteristics of business simulators in Ukraine

Family of business simulations	Remote capability доступу	Competitors	Ability to create cases	Ability to create cases	Ability to create cases	Ability to create cases	Ability to create cases	Ability to create cases
CAPSIM	+	Teams, PC	+	Maximum profit, sales, market share, share price	1	+	6	+
CELEMI	+	Teams	+	Maximum profit, market share	30	+	6	-
CESIM	+	Teams	+	Annual shareholder income	11	+	2-8 (3-8)	+
GMC	+	Teams	-	Maximum share price	18	-	5-8 (3-5)	
Harvard Business Publishing	-	Teams	-	Maximum earnings per share	1	+	2	+
Topaz Management simulation	+	Teams	-	Maximum share price	4	-	4-8 (5-6)	-
TOPSIM	+	Teams	+	Maximum profit	3	+	4-5 (3-5)	+

Source: compiled by the authors based on [8]

Table 2

Comparative analysis of the main parameters of foreign and domestic business simulations for enterprise management.

Main game parameters	GMC	Sigam	Version "Clash of the Titans"	Version "Battle of Olympians"	Version "Battle of Olympians with Titans"
Number of teams	8	3	4	10	10
Gaming industry	Household appliances	at the choice of teams			
Number of product markets	3 (for each type of product)	4 (for each type of product)	5 (for each type of product)	5 (for each type of product)	5 (for each type of product)
Production capacity management	+(purchase/sale)	+(purchase/sale)	+(purchase)	+(purchase)	+(purchase/sale)
Warehouse capacity management	+	+	+/-	+/-	+/-
Personnel management	+	-	-	-	+
Sales management	+	+	+	+	+
Financial management	short-term investments, dividends	Short-term and long-term loans, deposits			
Paid analytical information	+	+	+	+	+
Information about competitors' internal business processes	+	-	+	+	+
Operating budgets	+/-	+/-	+	+	+

Source: compiled by the authors based on [8]

rience in solving complex management tasks in artificial conditions. The main goals of the simulation are to effectively organize the company's activities, withstand competition, ensure successful business development, increase profits, and increase the company's value. The scope of application of the method is quite extensive. It is effective when changing the company's strategy when implementing new systems and processes. Its use is advisable when expanding the company and refreshing the team. To train sales managers at the LLC "Technics for Business", we analyzed the volume of product sales and concluded that there is a need to improve the work of sales managers in the non-corporate small sector. It is necessary to adjust the simulation to "Technics for Business" to achieve effi-

ciency. The simulator involves the most common customer types who contact specialized computer technology stores or service centers in person or by phone.

The interactive sales training game simulator "Mission: Comfort" allows for simultaneous training of all sales managers (own and dealer); to do so without interrupting work and in the comfort of their homes; through repeated completion of all sales stages, not only to transfer knowledge and develop skills but also to reinforce them subconsciously; increase motivation to learn through a motivational program; increase business profitability by increasing the conversion rate of consumer inquiries and orders, thanks to the increased professionalism of sales department employees at LLC "Technics for Business".

The simulator also includes a system of prompts and work evaluation. Thus, experts receive good practice. In the virtual sales office, the sales manager communicates with customers about our products. In some cases, the specialist conducts negotiations only by phone, in others – by phone and in person. In the learning process, the sales manager practices interaction techniques with different types of clients, whose roles are played by professional actors, taking into account their characters and behavioral characteristics. The game consists of nine levels, the higher they are, the more complex the situations become. From the first words, the seller must establish a rapport with the client, indicating the only correct option out of the three proposed. After that, it is necessary to identify the customer's desires and tell them about possible solutions, as well as schedule an appointment at a convenient time for them. Completion of a level with a high score is rewarded with a virtual medal, for example, "For the Best Presentation" or "For Accurate Identification of Needs." Quarterly summaries will be made and rankings of the players who have completed the game will be sent to the company's manager via email. Players with the highest number of points can receive gift certificates. A comparison was made between the performance of offices where employees were trained and those where they were not, based on two criteria – the number of customer inquiries that later converted into orders and the total amount of checks for the same period. The difference in sales was 10-15%. No one will be forced to learn on the simulator at LLC "Business Equipment." The training is voluntary in nature. The number of courses can range from 3 to 20, depending on the company, the number of products, and the level of the salesperson. LLC's "Business Equipment's" overall strategy for the next 3-5 years

is to expand the range of business simulations, which are planned to be applied in the field of top management. The personnel training system ensures the reproduction of a qualified labor force according to the needs of product development and its constant technical renewal. It should be designed to influence employees throughout their entire work activity. Each link in the training is intended to be a continuation of the previous one and fully corresponds to the employee's abilities and the company's needs at LLC "Business Equipment." The main measures to optimize innovative training methods following alternative development scenarios are presented in Table 3.

LLC "Technics for Business" needs to ensure the uniqueness of its employee training model – integrating external and internal training in such a way as to achieve the main goals of the company "Technics for Business" by incorporating the possibilities of different forms of external and internal training, as well as providing a complete cycle of training for employees at all levels. Table 4 reflects the interested parties of the event (the key ones being at least the customer and the enterprise managers).

Creation of a hierarchical work breakdown structure (WBS) is the process of sequentially dividing the final goal of implementing a business simulation game at the LLC "Technics for Business" into tasks and manageable components based on size, duration, and responsibility (e.g. systems, subsystems, components, tasks, subtasks, work packages), and containing all the necessary steps to complete the assignment.

Such detail helps to understand better the process, to be implemented at each level of its realization. After forming the WBS structure, we will disclose the content of each specified work (Table 5).

Table 3

Main measures for optimizing innovative training methods at LLC "Technics for Business" in accordance with alternative development scenarios.

Development scenario	Methods for optimizing employee training:
Optimistic	Corporate programs for staff training, Secondment, Shadowing, Buddying, Coaching
Realistic	Corporate training programs, secondment, shadowing, buddying, coaching.
Pessimistic	Business simulations, role-playing games, coaching, mentoring, webinars, training sessions.

Source: generated by the authors based on [5]

Table 4

Interested groups of the comprehensive event for implementing virtual training in LLC "Technics for Business" and their interests.

Interested parties:	Interests of interested parties:	Contributions of interested parties
Customer, potential sponsor	Effective investment and return on investment, growth of personnel qualification and productivity.	Financial investments, resources for implementing the program, work base, employees
Project team	Functionality, flexibility and adaptability of the project, the possibility of realizing their creative ideas.	Development of an optimal project from an economic and functional point of view
Product consumers (managers)	Quality, flexibility, cost-effectiveness, safety of technology, interesting, meaningful and attractive interface.	Transition to the use of new, alternative forms of learning, willingness to learn
Competitors	Accumulation of advanced experience in the implementation of virtual technologies in order to develop their own technologies on an improved basis in the future.	Conducting fair competitive struggle, wise pricing policy
Local authorities and population of the region	Tax revenues to the budget, budget savings on training and retraining of personnel.	Possibility of financial support for the project, tax incentives
Media	Obtaining full, timely and reliable information about the process of implementing innovation.	Informing the population about the advantages of using new methods of personnel training, popularization of methods.

Source: developed by the authors based on [6–7]

Table 5

Detailing the WBS structure for implementing virtual training for managers at LLC "Technics for Business"

Work title	Content
Technology planning	Studying market analogues, familiarizing with foreign experience, anticipating key features of Ukrainian clients' behavior.
Content planning	Examining the specifics of the client's business, identifying characteristics of potential clients, evaluating the existing business environment, taking into account effectiveness parameters.
Increasing employee motivation	Developing a software interface in an engaging and colorful format, using a system of rewards for top players.
Experience analysis	Familiarizing with the effectiveness of virtual learning, evaluating the prospects of interactive teaching methods.
Resource identification	Identifying the need for resources, assessing prices for resources.
Executor identification	Assigning specific responsibilities and authority to each project team member.
Rating determination of the game	Incorporating a system to determine the best training results achieved and incentivizing top performers with prizes.
Selection of managers to be trained	Determining the number of interested and recommended participants, and collecting specific personal data of these employees.
Technology transfer	Installing programs on the client's computer systems, providing introductory instructions, and explaining the game rules.
Testing of simulators	Pre-testing the software with specialists and testers to identify any deficiencies.
Sales dynamics evaluation	Comparing the program's effectiveness before and after the training process.
Trial package formation	A trial package is developed based on testing results, ready for use, but with the possibility of improvement depending on user and client feedback.
Technology implementation	Managers undergo training.
Database and software properties update	Monitoring technological innovations on the external market and tracking changes in economic conditions to improve the product.
Software product improvement	Identifying deficiencies in the software's operation and promptly responding to user feedback.
Gathering participant feedback	Sending out surveys and conducting brainstorming sessions.

Source: formulated by the authors based on [5; 7]

After determining the effectiveness of the project, possible risks associated with the implementation of the IT project at the enterprise were described. Specific ways to minimize and neutralize these risks were provided to eliminate negative impacts on the process of successful program implementation at the enterprise and the realization of the commercial success of the project.

The ways of neutralizing and minimizing project risks are shown in Table 6.

Therefore, for LLC "Technics for Business", a full training cycle should include: identifying the need for training (by the HR department based on the competency model), determining the format and conducting training, confirming the level of training effectiveness and professional knowledge and skills through certification exams at a certification center. It is advisable to prioritize employee development, which, for example, can be developed in three dimensions: career, salary, knowledge, and skills. All of these directions should be documented, described, and evaluated systematically. It is also necessary to create an effective system of motivation for employees to learn and self-improve through a combination of various material and non-material incentives. Among the global problems of LLC "Technics for Business" training models, we can distinguish the rejection of continuous improvement systems, a non-serious attitude towards self-improvement proposals, and viewing training and educational events as an additional workload to work. Therefore, we recommend solutions and decisions to these problems from the experience of successful corporations. It is worth starting with the managers of LLC "Technics for Business" – without their support and understanding of the approach, the system will not work; After conducting an employee evaluation and determining the topics that

the employee should learn, the manager (or the employee) applies the appropriate training. The peculiarity is that the application indicates not only the topic and reason for training but also specifies: what is the production problem or why the problem may arise, what goals this training will help achieve, what specific skills the employee needs to acquire, what post-training measures the employee will organize to better assimilate new knowledge and implement them in the company's daily work (for example, presenting innovations to colleagues, developing new documentation or a business plan for a promising project); It is worth talking about pilot training projects at the beginning and introducing the system gradually as if it were a project. This is because people have a stronger internal resistance to any changes and innovations when they understand that changes are being introduced permanently; Employees of LLC "Technics for Business" will be more supportive of the planned training system when it is tied to their functional tasks. Such a relationship with direct goals and functional tasks will allow the employee to "see more and wider" and perceive it not as an additional burden, but as a task in the context of their responsibilities and as an opportunity to realize their hidden potential. Regarding general recommendations for the efficiency of the production and economic activities of the LLC "Technics for Business", it is advisable for the company to focus on strengthening its advertising campaign for its products and services. The effectiveness of IT product advertising is constantly criticized. Technology updates occur rapidly, and it is equally important to quickly convey information about them to partners. The technological cycle of preparing and delivering information on the Internet is much faster, so the Internet is the better choice in this regard. The most effective way to advertise is to combine different

Table 6

Preventive Measures Plan to Mitigate the Risk of Implementing Virtual Learning at LLC "Technics for Business"

Possible project risks:	Elimination of the cause	Risk mitigation
Incomplete and inaccurate information.	Verification of the accuracy of information.	
Employees' unwillingness to learn new methodologies.	Explanatory work, motivation system, interesting program interface.	
Moral aging of software products.		Periodic settings update.
Decrease in the quality of the created software product.	Testing adaptation algorithms (weight coefficient selection) under specified conditions and selecting the most optimal algorithm.	
Customer rejection of the project and project failure.	Pre-selection of "backup" investors.	Simulation modeling, which involves setting parameter values within a given range.
Staff turnover and poor management.		Talent scouting; work competitions; personalized contracts; cross-training.
Unrealistic timelines and budgets, errors in project planning.	Detailed cost and time analysis; cost estimation; step-by-step development; software reuse; requirements relaxation.	
Development of incorrect software functions, errors in system design.		Organizational analysis; task analysis; formulation of requirements; user reviews; prototyping.
Loss of profitability, inability to negotiate contracts, poor implementation.		Reducing requirements; prototyping; cost analysis; cost estimation.
Erroneous or changing requirements.	high change threshold; step-by-step development.	
Failures in external component supply.		Testing, verification, reference checks, compatibility analysis.
Failures in external tasks, insufficient testing, and poor product integration.	Audit; bonus contracts; competitive development; team building.	

Source: compiled by the authors based on [6–7]

methods and carriers. LLC's "Technics for Business" should clearly understand the unique target group it wants to attract, and its main characteristics, and skillfully compose the main advertising message for it. LLC "Technics for Business" is more involved in non-material activities, so it should focus on professional liability insurance to protect itself from errors and omissions in the development and implementation of IT systems. Such insurance can help LLC "Technics for Business" protect itself from lawsuits by its clients who have suffered due to poorly provided services. Product liability insurance can also be discussed. Professional liability insurance provides financial protection that can help save business assets and cover the costs of self-defense in crucial moments such as court hearings. Cost reduction and mobility are common trends in the IT market. The post-crisis reduction in equipment costs dictates the need for LLC "Technics for Business" to produce and purchase inexpensive and economical products that are easy to own and maintain. The transition of many offices to remote work is forcing companies to consider the mobility and compactness of peripheral equipment. Among the trends that cannot be ignored is the consumerization of information technology, the proliferation of mobile devices, and the strengthening of the positions of ultrathin laptops. Low cost, reliability, productivity, and efficiency are characteristics that representatives of small and medium-sized businesses want to see in the devices they purchase. The growing mobility of businesses also forces "Business Technology" to reduce the size and weight of mobile devices, while the reduction of office space also requires compact equipment. Taking into account the global trend of "miniaturization" of devices, all

current innovations of the company are distinguished first by their small dimensions and low energy consumption. For the director of personnel at LLC "Technics for Business", the business simulator "Mission: Comfort" is set to become an informal assessment center – participation in the training can be viewed as a procedure for evaluating sales managers' key competencies. Of course, it is necessary to take a creative approach to the possibilities that the simulator provides. It makes sense to engage in this activity because it is crucial for LLC "Technics for Business" to evaluate the managerial competencies of its managers, such as problem-solving skills, sound decision-making, understanding the logic of competitors' actions, and considering it when developing a strategy. The simulator allows for diagnosing and assessing managers' key competencies, understanding whether managers can create effective business models, evaluate risks, forecast the consequences of decisions, act proactively (anticipate decisions several steps ahead), work in a team (perceive knowledge and experience of colleagues as a shared resource, coordinate interests, distribute responsibility, resolve conflicts). Moreover, during the training, it is possible to assess motivation features (direction towards achieving success or avoiding failure, willingness to make personal efforts to improve qualifications and development) and self-management skills (ability to allocate time, and effectively organize work). Participation in the business simulation provides senior and middle-level managers of LLC "Technics for Business" with an opportunity to confirm their qualifications, demonstrate readiness to work in highly competitive conditions of open markets, and flexibly use marketing and financial instruments to increase sales.

Conclusions. In summary, we can claim that there is a need to accelerate the implementation of state electronic services for the population and businesses, inform citizens and businesses about cyber threats, build a national e-infrastructure, create a trusted environment, and motivate citizens to use electronic services in Ukraine. Training technologies are becoming increasingly important for employees of various functional units of organizations. In today's business environment, companies pay great attention to learning and self-development processes, as companies that do not learn are as limited as individuals who are limited only by the knowledge and skills they have accumulated through their own experience, and they are forced to rely on intuition, which often leads to erroneous decision-making. Therefore, it is no secret that the IT industry is developing very rapidly and classical education cannot keep up with it, so educational programs

initiated by companies themselves or based on their experience are essential for the industry. Therefore, it is essential for LLC "Technics for Business" to develop its internal corporate education system. A clear understanding of practical management tasks leads to the correct goal setting in the field of information technology, and practical management tasks can only be understood using business modeling and business analysis methods. The implementation of elements of an information security management system based on the ISO/IEC 27001 standard will allow LLC "Technics for Business" to minimize risks associated with the loss or leakage of valuable business information and reduce costs associated with ensuring an adequate level of information security for the company. Information technologies are the main tool of the so-called "knowledge worker," as they are designed to increase the productivity of their work.

References:

1. Rudinska O.V., Belyakova V.V. (2016) Criteria and evaluation of effective performance of a management team in a modern diversified enterprise. *Market economy: modern theory and management practice*, vol. 15, iss. 3(34), p. 65.
2. Oleshko A.A., Gorokhovets Ye.V. (2019) Information and communication technologies and human development. *Investments: practice and experience*, no. 16, pp. 16–19.
3. Kryvoschekova M.V. Computer simulation method as an interactive form of education. Available at: https://infourok.ru/statya_metod_kompyuternyh_simulyaciy_kak_interaktivnaya_forma_obucheniya-175619.htm
4. Borodiyenko O., Malykhina Ya., Kalenskyi A., Ishchenko T. (2020) Economic, psychological and pedagogical preconditions of implementation of result-based management. *Financial and credit activity: problems of theory and practice*, vol. 2, no. 33, pp. 535–546. DOI: <https://doi.org/10.18371/fcaptp.v2i33.207237>. Available at: <http://fkd1.ubs.edu.ua/article/view/207237>
5. Unique models of corporate training and personnel development research of Lviv Business School UCU. Available at: <http://lvbs.com.ua/exch/file/unique%20models.pdf>
6. Formation of personnel reserve at the enterprise. Kadrovik-1: website. Available at: <https://www.kadrovik01.com.ua/article/4226-formuvannya-kadrovogorezervu-na-pdprimstv>
7. Official website of the service center LLC "Technika dlya biznesu". Available at: https://youcontrol.com.ua/catalog/company_details/22396671/