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IMPLEMENTATION OF AGILE MANAGEMENT IN INTERNATIONAL BUSINESS COMPANIES

Agile management approaches in multinational companies are considered. The characteristics and features of Agile - a flexible project management methodology. Several Agile management steps that companies can take are highlighted and justified. Global companies deployed in flexible quality management systems. This enhances management professionalism and efficiency in terms of the huge costs of companies. This improves work plans and authoritative models to improve coordination between small agile groups that solve specific tasks and operational activities. Using the Agile approach, they respond faster and better to customer needs. As a result, the business demonstrates quantitative improvements in performance. We have considered the scaling up of nimble at several organizations, including little firms that run the whole undertaking with deft strategies; bigger organizations that, as Spotify and Netflix, were brought into the world dexterous and have gotten all the more so as they've developed; and organizations that, similar to Amazon and USAA (the monetary administrations organization for the military network), are making the change from customary chains of importance to progressively light-footed endeavors. Our investigations show that organizations can scale up light-footed successfully and that doing so makes generous advantages. Be that as it may, managers must be reasonable. Few out of every odd capacity should be composed into Agile groups; undoubtedly, nimble techniques aren't appropriate to certain exercises. When you start propelling handfuls or several nimble groups, be that as it may, you can't simply leave different pieces of the business alone. In the event that your recently deft units are continually baffled by bureaucratic strategies or an absence of coordinated effort among activities and advancement groups, sparkles will fly from the authoritative erosion, prompting emergencies and poor outcomes. Changes are important to guarantee that the capacities that don't work as coordinated groups support do the ones that. Examples of Agile implementation in various companies are given.

Keywords: international business, Agile, multinational companies, management, development, team, agility

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ВПРОВАДЖЕННЯ AGILE УПРАВЛІННЯ В КОМПАНІЯХ МІЖНАРОДНОГО БІЗНЕСУ

Розглядаються підходи Agile-управління в мультинаціональних компаніях. Наведені характеристики та риси Agile – гнучкої методології управління проектами. Виділені й обґрунтовано кілька кроків Agile управління, які можуть розпочати компанії. Глобальні компанії впроваджують гнучкі підходи управління й стандарти для рішення бізнес-завдань, такі як Agile. Це сприяє підвищенню професіоналізму управління й ефективності в частині величезних витрат компаній. Це поліпшує робочі плани й створює авторитетні моделі для поліпшення координації між малими гнучкими групами, які зайняті рішенням конкретних завдань в оперативній діяльності. Із застосуванням Agile підходу швидше і якісніше компанії реагують на потреби клієнтів. У підсумку, бізнес демонструє кількісне поліпшення результатів діяльності. Досліджено питання збільшення гнучкості в декількох організаціях, у тому числі в невеликих фірмах. Діяльність таких глобальних організацій, як Spotify і Netflix, була почата із впровадженням гнучких підходів до управління. Деякі компанії, подібно Amazon, перейшли від традиційних методів управління до прогресивних гнучких підходів. Наші дослідження показують, що за допомогою Agile управління організації можуть успішно розбудовуватися, і це дає більші переваги. Однак, застосування й впровадження гнучких підходів управління повинне бути розумним. Не всі команди можуть бути об'єднані в Agile групи, безсумнівно, дана методологія не підходить для певних операцій. Якщо в компаніях сильна бюрократична система або відсутні скоординовані підходи до управління, то впровадження гнучких підходів не приведе до позитивних результатів. Наведені приклади впровадження Agile у різних компаніях.

Ключові слова: міжнародний бізнес, Agile, мультинаціональні компанії, менеджмент, розвиток, команда, гнучкість

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ВНЕДРЕНИЕ AGILE УПРАВЛЕНИЯ В КОМПАНИЯХ МЕЖДУНАРОДНОГО БИЗНЕСА

Рассматриваются подходы Agile-управления в мультинациональных компаниях. Приведены характеристики и черты Agile – гибкой методологии управления проектами. Выделены и обоснованы несколько шагов Agile управления, которые могут предпринять компании. Глобальные компании внедряют гибкие подходы управления и стандарты для решения бизнес-задач, такие как Agile. Это способствует повышению профессионализма управления и эффективности в части огромных затрат компаний. Это улучшает рабочие планы и создает авторитетные модели для улучшения координации между малыми гибкими группами, которые заняты решением конкретных задач в оперативной деятельности. С применением Agile подхода быстрее и качественнее компании реагируют на потребности клиентов. В итоге, бизнес демонстрирует количественные улучшения результатов деятельности. Исследованы вопросы увеличения гибкости в нескольких организациях, в том числе в небольших фирмах. Деятельность таких глобальных организаций, как Spotify и Netflix, была начата с внедрением гибких подходов к управлению. Некоторые компании, подобно Amazon, перешли от традиционных методов управления к прогрессивным гибким подходам. Исследования показывают, что с помощью Agile управления организации могут успешно развиваться, и это дает большие преимущества. Однако, применение и внедрение гибких подходов управления должно быть разумным. Не все команды могут быть объединены в Agile группы, несомненно, данная методология не подходит для определенных операций. Если в компаниях сильная бюрократическая система или отсутствует скоординированные подходы к управлению, то внедрение гибких подходов не приведет к позитивным результатам. Приведены примеры внедрения Agile в различных компаниях.

Ключевые слова: международный бизнес, Agile, мультинациональные компании, менеджмент, развитие, команда, гибкость

Introduction. A lot of business managers know about agile advancement groups. These little, innovative gatherings are intended to remain nearby to clients and adjust rapidly to evolving conditions. At the point when actualized effectively, they quite often bring about higher group profitability and spirit, quicker time to advertize,

better quality, and lower hazard than conventional methodologies can accomplish.

Normally, managers who have encountered or found out about light-footed groups are posing some convincing inquiries. Imagine a scenario in which an organization was to dispatch handfuls, hundreds, or even a large number of lithe groups all through the association. Could entire

portions of the business figure out how to work as such? Would scaling up deft improve corporate execution as much as coordinated techniques improve singular group execution?

In the present wild markets, were built up organizations are angrily fighting attacks from new companies and other extremist contenders, the possibility of a quick-moving, versatile association is exceptionally engaging. In any case, as tempting in that capacity a dream maybe, transforming it into a reality can be testing. Organizations frequently battle to realize which capacities ought to be redesigned into multidisciplinary agile groups and which ought not. Also, it's not bizarre to dispatch several new light-footed groups just to see them bottlenecked by moderate moving organizations.

Analysis of recent researches and publications.

Agile groups are most appropriate to advancement – that is, the beneficial utilization of imagination to improve items and administrations, procedures, or plans of action. They are little and multidisciplinary. Stood up to with a huge, complex issue, they break it into modules, create answers for every part through quick prototyping and tight criticism circles, and coordinate the arrangements into a lucid entirety. They place more an incentive on adjusting to change than on adhering to an arrangement, and they consider themselves responsible for results, (for example, development, gainfulness, and client dependability), not yields, (for example, lines of code or number of new items).

Conditions are ready for light-footed groups in any circumstance where issues are perplexing, arrangements are from the start hazy, venture necessities are probably going to change, close coordinated effort with end clients is doable, and imaginative groups will beat order and-control gatherings. Routine activities, for example, plant upkeep, buying, and bookkeeping are less fruitful ground. Agile strategies got on first in IT divisions and are currently broadly utilized in programming improvement. After some time they have spread into capacities, for example, item improvement, promoting, and even HR [1].

Nimble groups work uniquely in contrast to the hierarchy of leadership administrations. They are to a great extent self-overseeing: Senior pioneers advise colleagues were to develop however not how. What's more, the groups work intimately with clients, both outside and inward. In a perfect world, this places obligation regarding development in the hands of the individuals who are nearest to clients. It lessens layers of control and endorsement, along these lines accelerating work and expanding the groups' inspiration. It likewise opens up senior pioneers to do what no one but they can do: make and impart long haul dreams, set and grouping vital needs, and construct the authoritative capacities to accomplish those objectives.

At the point when managers haven't themselves comprehended and embraced agile methodologies, they may attempt to scale up deft the manner in which they have assaulted other change activities: through top-down plans and orders. The reputation is better when they act like a nimble group. That implies seeing different pieces of the association as their clients – individuals and gatherings whose necessities contrast, are most likely misjudged, and will advance as deft grabs hold. The official group sets needs

and groupings chances to improve those clients' encounters and increment their prosperity. Managers dive in to take care of issues and expel imperatives instead of representatives that work to subordinates. The deft administration group, similar to some other coordinated group, has an "activity proprietor" who is answerable for generally speaking outcomes and a facilitator who mentors colleagues and helps keep everybody effectively locked in [2,3].

Bosch, a main worldwide provider of innovation and administrations with in excess of 400,000 partners and tasks in 60 or more nations, adopted this strategy. As managers saw that customary top-down administration was never again powerful in a quick-moving, globalized world, the organization turned into an early adopter of nimble techniques. In any case, unique business regions required various methodologies, and Bosch's first endeavor to actualize what it called a "double association" – one in which hot new organizations were run with dexterous groups while conventional capacities were let alone for the activity – traded off the objective of a comprehensive change. In 2015 individuals from the leading group of the executives chose to fabricate a progressively bound together way to deal with deft groups. The management went about as a directing council and a product engineer turned light-footed master, to control the exertion.

From the outset, the product engineer expected to deal with the task a similar way Bosch oversaw most activities: with an objective, an objective finishing date, and customary status reports to the management. Be that as it may, that approach felt conflicting with agile standards, and the organization's divisions were simply excessively wary of one more halfway sorted out program. So the group changed gears. The controlling management of trustees transformed into a working council, the discourses got unquestionably progressively intelligent. The group incorporated and rank-requested an accumulation of corporate needs that was normally refreshed, and it concentrated on consistently expelling companywide boundaries to more prominent readiness. Individuals fanned out to draw in division pioneers in discourse. Technique advanced from a yearly task to a constant procedure. The individuals from the administration isolated themselves into little deft groups and tried different methodologies – some with an "item proprietor" and a "nimble ace" – to handle intense issues or work on major points. One gathering, for example, drafted the 10 new authority standards discharged in 2016. They by and by encountered the fulfillment of expanding velocity and viability. You can't pick up this experience by perusing a book." Today Bosch works with a blend of dexterous groups and customarily organized units. In any case, it reports that almost all zones have embraced nimble qualities, are working together more viably, and are adjusting all the more rapidly to progressively unique commercial centers.

Building Deftness Over the Business. Growing the number of agile groups is a significant advance toward expanding the nimbleness of a business. In any case, similarly significant is the way those groups cooperate with the remainder of the association. Indeed, even the most exceptional nimble ventures – Amazon, Spotify, Google, Netflix, Bosch, Saab, SAP, Salesforce, Uproar Games, Tesla, and SpaceX, to give some examples – work with a

blend of agile groups and conventional structures. To guarantee that bureaucratic capacities don't hamper crafted by nimble groups or neglect to receive and market the advancements created by those groups, such organizations continually push for more prominent change in any event four territories.

The main results of the study. A conventional progressive organization can normally oblige few dexterous groups sprinkled around the association. Clashes between the groups and ordinary methods can be settled through close to home intercession and workarounds. At the point when an organization dispatches a few hundred light-footed groups, be that as it may, that sort of specially appointed settlement is never again conceivable. Agile groups will press ahead on each front. Customarily organized pieces of the association will savagely protect the state of affairs. Similarly, as with any change, doubters can and will create a wide range of antibodies that assault deft, running from refusals to work on a light-footed timetable to the retention of assets from huge open doors that require new arrangements.

So an administration group wanting to scale up nimble needs to impart coordinated qualities and standards all through the venture, including the parts that don't sort out into deft groups. This is the reason Bosch's managers grew new initiative standards and fanned out all through the organization: They needed to guarantee that everybody comprehended that things would be extraordinary and that light-footed would be at the focal point of the organization's way of life.

Executing coordinated at scale requires modularizing and afterward consistently incorporating workstreams. For instance, Amazon can send programming a large number of times each day since its IT engineering was intended to assist designers with making quick, visit discharges without risking the company's intricate frameworks. In any case, numerous huge organizations, regardless of how quick they can code programs, can send programming just a couple of times each day or seven days; that is the way their design works.

Expanding on the secluded way to deal with item improvement spearheaded by Toyota, Tesla fastidiously plans interfaces among the segments of its vehicles to enable every module to advance autonomously. In this way, the guard group can transform anything as long as it keeps up stable interfaces with the parts it influences. Tesla is additionally deserting conventional yearly discharge cycles for ongoing reactions to client input. President Elon Musk says that the organization makes around 20 building changes seven days to improve the generation and execution of the Model S. Models incorporate new battery packs, refreshed wellbeing and autopilot equipment, and programming that consequently changes the directing haggle for simpler passage and exit.

In the most exceptional coordinated undertakings, imaginative item and procedure structures are assaulting probably the thorniest hierarchical requirements to additionally scaling. Mob Games, the designer of the fiercely effective multiplayer online fight field Association of Legends, is updating the interfaces between light-footed groups and backing and-control works that work ordinarily,

for example, offices, fund, and HR. Brandon Hsiung, the item lead for this progressing activity, says it includes at any rate two key advances. One is moving the capacities' meaning of their clients. "Their clients are not their practical supervisors, or the Chief, or even the top managerial staff," he clarifies. "Their clients are the advancement groups they serve, who eventually serve our players." The organization established Net Advertiser studies to gather criticism on whether those clients would prescribe the capacities to other people and made it plain that disappointed clients could now and again employ outside suppliers. "It's the exact opposite thing we need to occur, yet we need to ensure our capacities create world-class abilities that could contend in a free market," Hsiung says [1].

Uproar Games likewise patched up how its corporate capacities cooperate with its light-footed groups. A few individuals from corporate capacities might be inserted in nimble groups, or a part of a capacity's ability might be devoted to demands from agile groups. On the other hand, capacities may have minimal proper commitment with the groups in the wake of teaming up with them to build up specific limits. Says Hsiung: Storehouses, for example, land and learning and improvement may distribute methods of reasoning, rules and afterward state, 'Here are our rules. For whatever length of time that you work inside them, you can go insane; do whatever you accept is best for our players.

In organizations that have scaled up nimble, the association graphs of help capacities and routine tasks, for the most part, look much as they did previously, however regularly with less administration layers and more extensive ranges of control as chiefs figure out how to trust and engage individuals. The greater changes are in the manners utilitarian divisions work. Utilitarian needs are fundamentally more completely lined up with corporate systems. In the event that one of the organization's key needs is improving clients' portable experience, that can't be number 15 on money's subsidizing rundown or HR's procuring list. Furthermore, divisions, for example, legitimate may require support ability to manage pressing solicitations from high-need light-footed groups [4].

After some time even routine activities with various leveled structures are probably going to grow progressively light-footed attitudes. Obviously, account offices will consistently oversee spending plans, yet they don't have to continue scrutinizing the choices of the proprietors of deft activities.

A few organizations and a few people may discover this exchange offs hard to acknowledge and testing to actualize. Lessening control is constantly alarming –until you do as such and find that individuals are more joyful and achievement rates triple. In an ongoing Bain study of almost 1,300 worldwide administrators, more respondents concurred with this announcement about administration than with some other: "The present business pioneers must trust and engage individuals, not direction and control them." (Just 5% oppose this idea.) [5].

Organizations that are scaling up deft need frameworks for procuring headliners and rousing them to improve groups. (Treat your stars unjustifiably, and they will dash to an attractive beginning up.) They likewise need to release the squandered capability of increasingly run of the mill

colleagues and fabricate responsibility, trust, and joint responsibility for results. There's no handy method to do this without changing HR strategies. An organization can never again procure only for skill, for example; it now needs aptitude joined with eagerness for take a shot at a communitarian group. It can't assess individuals as indicated by whether they hit singular destinations; it now needs to take a gander at their exhibition on nimble groups and at colleagues' assessments of each other. Execution appraisals regularly move from a yearly premise to a framework that gives significant input and training at regular intervals or months. Preparing and instructing programs support the advancement of cross-useful abilities tweaked to the requirements of individual representatives. Employment titles matter less and changeless every now and again with self-overseeing groups and less progressive levels. Profession ways show how item proprietors – the people who set the vision and possess the consequences of an agile group – can proceed with their self-awareness, grow their impact, and increment their pay.

Organizations may likewise need to redo their remuneration frameworks to compensate bunch as opposed to singular achievements. They need acknowledgment programs that praise commitments right away. Open acknowledgment is superior to anything private money rewards at reinforcing agile esteem – it rouses beneficiaries to improve much further, and it spurs others to imitate the beneficiaries' practices. Pioneers can likewise compensate "A" players by drawing in them in the most crucial chances, furnishing them with the most progressive devices and the best conceivable opportunity, and interfacing them with the most capable tutors in their field.

In bureaucratic organizations, yearly technique sessions and spending arrangements are amazing assets for adjusting the association and tying down duties to extend objectives. Coordinated experts start with various suspicions. They see that client needs change every now and again and that leap forward bits of knowledge can happen whenever. In their view, yearly cycles oblige development and adjustment: Useless undertakings consume assets until their financial limits run out, while basic advancements hang

tight in line for the following spending cycle to vie for subsidizing.

In organizations with numerous coordinated groups, subsidizing strategies are unique. Funders perceive that for 66% of fruitful advancements, the first idea will change essentially during the improvement procedure. They expect that groups will drop a few highlights and dispatch others without hanging tight for the following yearly cycle. Accordingly, financing techniques develop to look like those of an investor. VCs regularly see financing choices as chances to buy choices for further disclosure. The goal isn't to in a split second make an enormous scale business at the same time, rather, to locate a basic part of a definitive arrangement. This prompts a ton of clear disappointments however quickens and decreases the expense of learning. Such a methodology functions admirably in a spry venture, incomprehensibly improving the speed and effectiveness of development.

Conclusions. Organizations that effectively scale up Agile see significant changes in their business. Scaling upshifts the blend of work with the goal that the business is accomplishing more development comparative with routine tasks. The business is better ready to peruse changing conditions and needs, create versatile arrangements, and evade the consistent emergencies that so oftentimes hit conventional progressive systems.

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