

Комплексний підхід ґрунтується на встановленні оптимальної величини кожного елемента оборотних активів на основі математичного моделювання в залежності від потреб підприємства.

Практична значимість результатів дослідження полягає в можливості застосування розробленого підходу при формуванні і реалізації стратегії управління оборотним капіталом підприємства та можливості приймати стратегічні рішення, найбільш адекватні зовнішнім і внутрішнім умовам функціонування підприємства.

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### **AGILE MATURITY MODELS: BUSINESS AGILITY JOURNEY FOR HIGH-TECH COMPANIES**

Agile Project Management is the most popular approach in the information technology industry currently[1]. Many organizations try to make a transition from the traditional approach to project management to Agile Project Management. The problem with which many companies face is the maturity of the organization. For defining its state many Agile Maturity Models were proposed.

Agile Maturity Models (AMMs) have been divided into two groups: Agile scaling and transition from Waterfall to Agile. The reason for that is a sense of what is happening on each level. The Scaling Model has been developed by Martin Proulx[2]. It shows the transition from the agile team level to the management level. This model consists of 5 levels.

Mainly all Agile Maturity Models belong to the second category. They were divided into 4 groups due to differences in processes in each level of maturity. AMMs consist mainly of 5 levels, except the first group.

The first group starts from the establishment of agile properties on -1 level and goes through the communication phase, executable artifacts and finishes with continuous improvements and learning management [3-4].

The second group to which belong many AMMs starts from unrepeatable, poorly controlled processes continues with project planning requirement, customer relationship management, and sustainable pace and ends up with process improvement.[5-8]

The third group starts from no process improvement goals, then all team members should obtain agile certification, on the third level there is focus on agile strategies, then the self-organized team and on the last level techniques are adopted not only from agile, but also traditional, lean and other paradigms [2, 9] .

The fourth group shows how teams start from an application on an ad hoc basis and through consistent practices finish with experimentation with new methodologies or develop on cadence and release on demand scaled principle[10-11].

Based on information about processes on each level of maturity of researched AMMs Business Agility Journey has been developed (Figure 1)



Figure 1 – Business Agility Journey

Understanding the state of maturity of the organization, presented in the Business Agility Journey it will be possible to explore transition from chaos till the second or third stage and design the Agile Project Management Journey in the future research.

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