

**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE  
UKRAINIAN-AMERICAN CONCORDIA UNIVERSITY**

Faculty of Management and Business  
Department of International Economic Relations, Business & Management

**Bachelor's Qualification Work**

**HUMAN RESOURCE MANAGEMENT IN IT COMPANY**

(based on the DEVELUX case)

Bachelor student of the 4<sup>th</sup> year  
of study  
Field of Study 07 – Management  
and Administration  
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## **Abstract**

Topic – Human Resource management in IT company

(based on the DEVELUX case)

The work emphasises the importance of HR management for robust business results, a strong market position, and overall prosperity. It shows that proactive talent management with motivational programs and inclusivity accelerates cohesive team performance. This is crucial in the dynamic environment of an IT outsourcing company as a key competitive advantage and distinctive advantage factor. Based on the A/B testing, Scrum was chosen as the best Agile methodology for the marketing team, making it a perfect match for the DEVELUX company's needs and delivering high employee engagement, collaborative atmosphere, and high-quality value-added products. At the same time, the strategic target of global market presence is an opportunity supported by extensive sales growth with marketing effectiveness, high-level stakeholders, a dedicated budget, an approved action plan, a new project-based organisational structure and some new responsible managerial positions and HR management as the leading game-changer that fosters successful innovations.

**Keywords:** Human Resource management, Agile, Scrum methodology, global market expansion, team performance.

## **Анотація**

Тема – управління людським капіталом в ІТ компанії

(на прикладі компанії DEVELUX)

Робота підкреслює важливість управління персоналом для досягнення високих бізнес-результатів, міцної позиції на ринку та загального процвітання. Вона показує, що проактивне управління

талантами з мотиваційними програмами та інклюзивністю прискорює згуртовану командну роботу. Це має вирішальне значення в динамічному середовищі IT-аутсорсингової компанії як ключова конкурентна перевага та фактор відмінної переваги. На основі A/B-тестування було обрано Scrum як найкращу Agile-методологію для маркетингової команди, що ідеально відповідає потребам компанії DEVELUX та забезпечує високу залученість співробітників, атмосферу співпраці та високоякісні продукти з доданою вартістю. У той же час, стратегічна мета компанії присутності на глобальному ринку - це можливість, підкріплена значним зростанням продажів за допомогою маркетингової ефективності, зацікавлених сторін високого рівня, виділеного бюджету, затвердженого плану дій, нової проектної організаційної структури та деяких нових відповідальних управлінських позицій, а також управління персоналом як провідного фактора, що змінює правила гри та сприяє успішним інноваціям.


**Ключові слова:** управління персоналом, Agile, методологія Scrum, вихід на світовий ринок, ефективність роботи команди

**PHEE-institute «Ukrainian-American Concordia University»**

**Faculty of Management and Business**

**Department of International Economic Relations, Business and Management**

Educational level: **Bachelor degree**  
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“ ” \_\_\_\_\_ 20 \_\_\_\_\_

**TASK**  
**FOR BACHELOR’S QUALIFICATION WORK OF STUDENT**

**Anastasiia Shapoval**

1. Topic of the bachelor’s qualification work

**HUMAN RESOURCE MANAGEMENT IN IT COMPANY**

(based on the DEVELUX case)

**Supervisor of the bachelor’s qualification work Natalya Amalian, Ph.D.**

in Economics

**Which was approved by Order of University from “25” September 2023 № 25-09/2023-2k**

2. Deadline for bachelor’s qualification work submission **“25” April 2024.**

3. Data-out to the bachelor’s qualification work

***Materials from internship received during consultation with representatives of the company. Information from open resources in the Internet, official reporting of financial and economic activities of the enterprise.***

4. Contents of the explanatory note (list of issues to be developed)

***There are three main topics a student should develop in this work:***

***1.Fundamental of HR management with special attention to HR management in IT companies***

- 2. Driving forces of “DEVELUX” business activity**  
**3. A/B testing for global expansion and scalability with HR initiatives in New Business Model**

5. List of graphic material (with exact indication of any mandatory drawings)  
*Graphs and figures for analysis of economical and statistical information on the company and its development, visualization of mechanism of development, etc.*  
 6. Date of issue of the assignment December 4, 2023

Time Schedule

№	The title of the parts of the qualification paper (work)	Deadlines	Notes
1.	I part of bachelor thesis	10.12.2023	In time
2.	II part of bachelor thesis	27.02.2024	In time
3.	Introduction, conclusions, summary	25.04.2024	In time
4.	Pre-defense of the thesis	30.04.2024	In time

Student \_\_\_\_\_ 

(signature)

Supervisor \_\_\_\_\_ 

Conclusions (general description of the work; participation in scientific conferences/ prepared scientific article; what grade does the student deserve):

*The bachelor qualification work was designed according to the requirements: it contains all necessary parts of scientific research with the practical recommendations. The paper was written on the basis of thorough analysis of specific aspects of the operations of DEVELUX company. The study provides a meticulous analysis both of the theory and practice of HR management in general, and in IT companies – in particular. The practical recommendations, including substantiation of an action plan of developing and managing change with HR involvement and design of an overall action plan for extensive growth and high-level dynamics with human capital, are formulated correctly, being focused on the main goal and tasks of the work. Student takes active part in scientific life of the University, participating in students’ conferences. In general, if successful defense, the thesis can claim to be "excellent".*

Supervisor \_\_\_\_\_ 

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## INTRODUCTION

The IT industry has been one of the most dynamic and prominent in recent decades. And with skilful talents, it is a well-known leader in growth and innovation.

First, there is evidence of the high productivity of human capital in IT companies' development. For instance, each employee from 48 IT-related companies in the Fortune Global 500 list generates \$0,5 million in revenues (Fortune 500, 2023). At the same time, these companies keep and develop practically 11 million employees, confidently claiming and ensuring a 15% share in all employed people in Fortune Global 500 organisations. And even more, well-known computer and office equipment companies produce double the results, with \$1,15 million in sales per employee. Above this, with extraordinary growth of no less than 20% in revenue and profits in the reported three years, IT companies are part of the Fortune 100 fastest-growing list. As part of 59 'Change-the-world' organisations, they generate positive social impact and drive profitable business with innovations.

Second, there is an overall trend in acceleration with intelligent solutions and responsible networks with cloud and artificial portfolio, as a "human-centric approach by incorporating new norms in a purpose-driven work and focusing on sustainable performance without compromising long-term health" (Turner, 2023). Usual directions in tech are cloud, security, managed service, consulting, consumption, and IT service provider, although there is a range of more complex digitalization initiatives, artificial intelligence projects, metaverse expansion, autonomous systems, new technologies and connections. Fintech is another modified version of technological collaboration that offers unique benefits for banks, retailers, people, and many angel ventures. Therefore, IT is present in the newest and the most ambitious projects.

Third, the IT industry is famous for high investments in personal and team, product, support solutions and brand development. There are significant inputs in

innovation and digitalisation (Deloitte, 2023) with higher early adopters' profits. The main idea is to shift from productivity to performance in a “human-powered world”, overcome a “legacy mindset and transactional metrics”, prioritize employer benefits to employees with a clear vision of supporting them and reinvent the new format of “human sustainability and employability”. The cost of technological services is higher in 2023 than in 2022, with an average increase of more than 10%. That is an indicator of relevant supply and available demand. Apart from the usual growth in the enterprise segment and the presence of SaaS (software as service) at organizations in the Fortune Global 500 list, there are also higher governmental IT costs, with more than an 8% increase (Statista, 2023). The IT sector is driving growth with a broad presence either in industries or in segments such as B2B (business-to-business), B2C (business-to-customer), and B2G (business-to-government).

In addition, there is a high level of internationalisation and global sales. There are many multinational companies in Ukraine and Ukrainian companies around the world. Such contributions to global and local collaboration take various forms, including agile methods and new forms of existence. Considering the enterprise segment, tech-related companies are already responsible for around 12% of revenue from Fortune Global 500 companies, which is \$5 trillion. Forbes (2023) mentioned fast-growing new ventures, such as finish Swappie, with sales of around \$98M; Lithuanian Kilo Gruppe, with \$57M; and English OCI Limited, with GBP509M grown as startups. There is a \$100 bn portfolio with innovative ideas for this segment. Success with implementation and enormous growth drive similar projects and motivate joining such ventures.

The research object is human resource management in IT company. Special attention is paid to the assessment of the tremendous power of HR management in general and its excessive impact on the ability to drive business success, particularly within the dynamic environment of an outsourcing company. Several attempts have



been made to improve the marketing department's effectiveness and efficiency, particularly remote staff, outsourcing, cutbacks, and allocation to delivery or sales departments. All of the above have shown the necessity of HR management's active participation in a project tuning, starting with project approval and following team selection, manager onboarding, and strategic planning.

The research subject is HR management in DEVELUX company, as the leading game-changer that fosters team-building, enables diversity and inclusion, sparks innovation, attracts talents and unlocks their potential, stays ahead of the competition, and accelerates the company's growth and strong market position. Several reports and research have shown that the agile framework could boost the company's competitiveness. Throughout the research, expecting better team cohesiveness, project visibility, transparent planning and execution, a marketing manager in a leadership role, talent development, motivational programs, performance assessment, and A/B testing. This innovation should increase the company's competitiveness and employee engagement, improve the quality of products and services, and increase the performance of the DEVELUX marketing department with joint efforts and significant HR involvement.

To achieve the goal, there are the following tasks were set:

- To analyse the features of HR management and define the primary responsibilities as change drivers and an integral part of development.
- To prepare for an overview of an informational technology industry's potential and coordinate the talent role in a global success
- To compare project methodologies, understand the pros and cons of an agile framework, and estimate their influence on change.
- To find the distinctive features of DEVELUX that help the company with its experts to develop innovative products, expand its presence by customizing

solutions, and maintain its highly competitive position with a large spectrum of specialisations and markets.

- To understand the competitiveness of the current business model, and its scalability and investigate potential business directions by using advanced analytics and issue relevant recommendations
- To evaluate the impact of HR management impact and various controlling instruments
- To frame tasks with measurable criteria, expected results, managerial and supported roles and responsibilities, and summarise the action plan toward sales increase
- To explain what positive business results with positive ESG (economic, social, governmental) outcomes take place with the marketing department's efficiency in the DEVELUX
- To implement motivational tools and conduct A/B testing as part of project execution

The work also includes financial ratios from annual reports relevant to human productivity assessment (sales per employee, profit margins, annual sales growth). During strategic positioning and planning, the force of popular instruments (Osterwalders Business Model and Ansoff Matrix) produce a precise positioning and vision based on the company's unique selling propositions and distinctive driving features. As a basis for HR fundamentals, there is a broad investigation of the Storey model and its later versions. The same approach is for the VUCA (volatile, uncertain, complex, ambiguous) concept and its modifications. There is also a robust assessment of agile compared to the waterfall methodologies. Work is carried out on 69 sheets, containing 23 tables, 3 formulas, and 4 figures. References include 109 literature sources.

## **CHAPTER 1. FUNDAMENTALS OF HRM IN IT SPHERE**

### **1.1. Fundamentals of HR management**

In the business world, every leader and manager constantly searches for trends, solutions and resources that could move the organization to the next higher level. Many consider people to be the main assets of a successful organization. Although there is a tremendous focus on internally controlled issues, such as effective processes, modern equipment, innovative technologies, automatization with augmented reality and machine-learning benefits, charismatic leadership and cohesive team, sound results with growth and capitalization, strong company brands, new ecosystems, people at the same time are the resources and beneficiaries in one face. HR management involves organizations integrating with stakeholders and shareholders to navigate positive transformational activities with great benefits for people, society, and the environment.

In its continuous development, HR has shifted from a specific role of hiring and performance assessment to complex people-related functionality with a portfolio of particular actions toward strategic business objectives with engaged stakeholders, strong employer branding with high employee motivation, and efficient output with a pool of talents. As shown in Table. 1.1 innovative directions such as HR marketing and human capital arise nowadays as separate concepts and have already become an integrated part of HR fundamentals with the technological revolution, dynamic changes, and growth opportunities. Globalization and transitioning from VUCA-2019 (Deloitte, 2019) to a boundless world in 2023 (Deloitte, 2023) are primary contextual trends marked by one of the top 4 accounting and consulting companies, which also means endless possibilities for human capital.

Table. 1.1 Contemporary approaches - world environment frameworks

<b>Model</b>	<b>Acronym description</b>	<b>Why</b>	<b>Contra</b>	<b>How to act</b>
<b>VUCA</b> (Bennett & Lemoine, 2014 Deloitte, 2019 Taskan et al., 2022) <b>VUCA prime</b> (Andreux, 2023)	Volatility (Vision) Uncertainty (Understanding ) Complex (Clarity) Ambiguity (Adaptability)	Interconnectivity Variability Dynamism End of the USSR era	Burnout Short-term sprints Decision-making under pressure Competition for resources	The cause-effect solutions with informational lakes Leverage on advancements with risk-adjusted investments and human capital Think beyond borders with an HR umbrella Marketing vision toward new opportunities
<b>BANI</b> (Kraaijenbrink, 2022 Tan, 2023)	Brittle Anxious Nonlinear Incomprehensible	Pandemic Environmental instability	Motivation from Short-term Realism	New strengths High pay-off with leverage on risks
<b>SHIVA</b> (Rao, 2022)	Split Horrible Inconceivable Vicious Arousing	Venture capital	Cannibalization No space for the past	Emotional intelligence Impactful changes
<b>RUPT</b> (Centre for creative leadership, 2019)	Rapid Unpredictable Paradoxical Tangled	New opportunities Sourcing alternatives and solutions	Leaders mental model as a prime Low speed with a broad scope	Navigation abilities Organizational agility Above borders collaboration Short- and long-term planning Systematic approach
<b>TUNA</b> (Gordon, 2022)	Turbulent Uncertain Novel Ambiguous	Turbulence	Fragmentation	Early spotting Scenarios assessment

Source: Compiled by author

Summarizing the above findings, by executing tasks in human resource areas such as developing and enforcing policies, building and supporting effective systems, managing and supervising procedures, HR people are acting in the frame

of company objectives, standards and laws, mission and vision, trends and perspectives and stay in close contact with stakeholders while navigating activities in world-frameworks in VUCA (volatility, uncertainty, complex, ambiguity), VUCA Prime (vision, uncertainty, clarity, adaptability), TUNA (turbulent, uncertain, novel, ambiguous), SHIVA (split, horrible, inconceivable, vicious, arousing), RUPT (rapid, unpredictable, paradoxical, tangled), TUNA (turbulent, uncertain, novel, ambiguous).

More than 20 years ago, Newell and Scarbrough (2002) emphasized two essential transformational challenges that provoke organizations in the modern world: shifting from hierarchy to adapted processes and from employee assessment to group performance, which later led to new responsibility of HRM by bringing a new paradigm for their roles as an agent of change as shown in Fig.1.1 with new models and talent team. Together with their competencies, new ways of controlling instruments and abilities to implement and manage change effectively, thinking outside the box independently from historical context, arise. Sometimes, this takes the form of proactive conflict response as motivation "from". In other cases, it appears in rewarding incentives, quick responsive approach, involvement in decision-making, and flexible choice with a range of scenarios as motivation "to".

The best examples include a package with individual and group commitments, multiplications from group energy, openness to new ideas, a solid relational basis, and a perfect fit between strategy and execution. To support the same idea, Wilkinson et al. (2017), fifteen years later, investigated the advantages that bring HR in their organizations and discovered a layered approach with various criticality in tasks and highlighted HR strategic inputs with a clear direction and a set of initiatives, that are integrated with the organization and are in control, well-connected with other dots, tolerant to first results in case of significant changes and collaborative with stakeholders.

The authors introduce a model with variable HR functionality depending on the organizational focus (results, innovations, people), from rule controller to implementer of human-centric policies, followed by a manager with KPI-focus and authoritative change-agent position, and finally, active influencer.

Moreover, Wilkinson A. et al. (2017) in their findings define 19 essential human resource management priorities, including, but not limited to, talent management, technological advancements, performance and development, interconnection in globalization and know-how data banks with a circle of clients, networks, cultures, events, relationship, and organizational processes. As negative factors, they assume zero-paid and too-limited-time working contracts, too many testing assessments for applicants and continuous additional training during the whole working week. Apart from this, the red-line idea of their research is to emphasize employees' well-being, which does not contradict business performance metrics. In a practical approach, some companies even calculate the cost of talent, splitting it by hiring activities (with paid advertisements, supporting of an informational system, consulting services, referral bonuses and corporate events for newcomers), onboarding integration (with involvement of direct managers, HRs and teammates) and cost for offboarding of employees, including urgent replacement costs, projects costs and other issues. There are recent modern authors and researchers, such as Jachtchenko (2023), Gutiérrez and Alegre (2023), Volpentesta and Spahiu (2023), who have insisted on a positive vision for changes, necessary success with transformations, improvements in well-being and digitalization.



Fig. 1.1 Overview of HR fundamentals as short-listed features covered by Wilkinson, A. et al. (2017) based on the original Storey (1995) HRM Model and overall functional system from Boxall and Pursell (2011)

Such context with rapid responsiveness, growing demand for competencies, lack of resources, and information bubbles moves intellectual capital to the forefront as a source of competitive advantage, elevating HR roles from this perspective even more. For this purpose, data from Table. 1.2 shows a cumulative outlook of the authors' investigations with practical examples and main stepstones of HR fundamentals: recruitment, selection, reward, appraisal, relations, and culture. Their investigation presents an analysis of problems, solutions, and results in real-world cases:

Table. 1.2 Examples of HR interventions

HR Instrument	Problem	Solution	Results
Downward and upward	Negative financial performance	Future right of ownership for employees. External investments without publicity. Immediate changes for retaining the talent pool. Empathy in negative periods	Positive outcomes with change in top management and innovations, better quality, higher efficiency, and reorganization. Prioritizing strict content (what are implementing) and discipline

Table. 1.2 Examples of HR Interventions (continued)

<b>People-management policies</b>	24/7 rural migrants work with 12hours shift regime. Production cities with unsafe and unhealthy working conditions. Unpaid overtime. Military approach in management	Media announcements appeal to customers with purchasing power	Implementing safety measures and healthy working conditional
<b>Corporate culture</b>	Inability to produce highly creative output in traditional industries	Marketing events and in-house projects. Leading and choosing by principles. Collaborative approach with emotional attachment and flat structure. Define skill sets in personal profiles. Implement coordinators' roles for talent-growth tasks	The cohesive team is at the heart of new sophisticated solutions. New factors in human capital: experience, reputation, ambition, right plus left-brain abilities
<b>Recruitment outsourcing</b>	Cost – optimization in back-office	Inclusivity with variations. Less routine overload. A chance to work in a solid corporate environment for newcomers.	Flexibility with a new talent pool. Perfect solution for employees from no-name organizations.
<b>Network system</b>	Low loyalty and interconnectivity	Shared resources. Pilot projects. Know-how with open data. Forward-looking approach	Above-organizational agility. New collaborative model. New access. Marketing
<b>Regional initiative</b>	Surplus in jobless graduates	Fewer status jobs are in rural districts (qualified responsibility). Pursue the change in perception among well-educated graduates.	Poor reputational issues in low-wage industries. Weakness in managerial status with a strict low-salary focus. High level of dissatisfaction. Lower level of desire to work in low-paid sectors
<b>Taught budgets</b>	There are difficulties in finding candidates for the global desk (technical expertise and customer service skills in English and the local language).	Focus: first on people aiming to stay within the country. Second, those with a desire to travel and work simultaneously	Fifty-six days to fill vacancies through screening by telephone interview. Saving budget by rejection in a paid advertisement for vacancies



Table. 1.2 Examples of HR Interventions (continued)

<b>Sourcing optimization</b>	Proficiency in customer service	With low employee turnover rate: university recommendations, current employees, brand focus. With a higher- prioritizing matching between the company and candidates, the benefits of working in the company	Lower employee turnover rate
<b>Recruitment optimization</b>	High competition for qualified candidates	Starting the interview with two leaders as a promo bonus	Low level of pre-selection process from some outsourcing companies
<b>Global standardized sourcing</b>	Pushing company global policies for local branches	High costs for translation	Problems with zero adaptation to local policies and tacit rules Mobile millennials. Low desire to join high-formalization
<b>Implementing behaviour and policies</b>	Lack of brand ambassadors for further expansions	Decision-making on standard rules. Written confirmation of criteria.	High level of discrimination Not-work-related criteria Employee unification
<b>Scripts and instructions</b>	Build skills to focus on customer needs	Prioritizing communication expertise above technical	The low effort from graduates with high knowledge in working with "ready-to-use" localized solutions instead of creating their strengths

Source: Wilkinson, A. et al. (2017)

Such generic overlooking of direct and indirect impacts from HR activity also corresponds with more recent studies. A similar HR system with developmental functionality seems fundamental enough for proactive, cohesive actions, a forward-looking approach, innovativeness with design-thinking methods, proper multi-level vertical and horizontal integration, and target-focused action plans with a "can-do" mindset: external as the system and part of the biggest, internal with the best HR practices, and overall configurational as synergy. Research focuses on a well-developed system that splits logic-focused, which leverages higher competitiveness (Michigan model) and humanistic people-focused. For instance, Noe et al. (2023)

argue toward higher competitiveness with HR practices as enhancement tools and insist on a direct correlation between organization performance and HR initiatives in informational systems, incentive programs, employee training, compensational packages, candidate active sourcing and legal conformity.

Representations from Azmi (2019) are also in use, with a targeted message about the broad influence of HR as catalysts by combining competitiveness and abilities with a match in organizational and personal interest as a starting point for engaged collaboration. Summarizing all findings and cases, the significant role of HR is clear in DEVELUX, with some new functionalities that arise from a company's growth.

Today, agility is necessary to be flexible in mind and adaptable in approaches, logic with facts, arguments, examples, scenarios, and vision as a clear direction with structure and responsibility in all periods and worlds. The above findings define ideas for HR consideration as remote working, informational systems, project-based roles and teams, experimentation models, process optimization, referrals benefits for lower employee turnover, roles for talent, networking growth, digital ecosystem, connection to business metrics, local and global adaptation, expertise and know-how banks, quick implementations and scalable solutions. With further relevant industry focus, company objectives, human capital, roadmap and development plans, choosing the best-suited pilot project is a nice experiment with a range of hypotheses. Understanding relevant risks, capturing opportunities, and developing features and resources ensures a beneficial outcome, engaging humans and directing resources to achieve and present high investment returns and excellent results by tuning and orchestrating HR strategy.

## **1.2. Specifics of IT company's personnel management**

IT organizations are drivers of growth and innovation. Why? Four companies with computer software from the Fortune Global 500 list bring \$304,530,8 million in sales, and \$82,065.2 million in profits (with a 27 % margin level (Profit: Sales) and involve 555,351 employees, as shown in Table. 1.3. Each, on average, generates \$0,55 million in annual revenues (Employee: Sales). Those who engaged in tech equipment, namely seven companies, bring \$733,659.2 million in sales and \$108,647.6 million in profits (with a 15 % margin level) and involve 638,099 employees. Each, on average, generates \$1,15M in annual revenues. Two corporations from the informational technology sector generate \$122,124.3 million in sales and \$8,516.2 million in profits (with a 7 % margin level) and involve 1,024,100 employees. Each, on average, generates \$0,12 million in annual revenues. Internet service and retail with eight players are responsible for \$1,342,788.9 million in sales and \$ 110,467.3 million in profits (with a 9 % margin level) and involve 2,736,779 employees. Each, on average, generates \$0,49 million in annual revenues. Those busy with network and communication equipment deliver \$147,046.9 million in sales and \$17,094.5 million in profits (with a 12 % margin level) and involve 290,300 employees. Each, on average, generates \$0,51 million in annual revenues. Finally, telecommunications presents fifteen branding companies with \$1,198,213.3 million in sales and \$76,712.2 million in profits (with a 7 % margin level) and involves 2,821,419 employees. Each, on average, generates \$0,43M in annual revenues. The last group with tech-related electro products is a ten product corporation with \$926,786.6 million in sales and \$66,523 million in profits (with an 8 % margin level) and involves 2,325,906 employees. Each, on average, generates \$0,4 million in annual revenues.

Table. 1.3 Fortune 500 tech presence

Number	Fortune Ranking	Company	Years in list	Sales, \$M	Sales change, % (Y2023-Y2022) Y2022	Profit, \$M	Profit change,% (Y2023-Y2022) Y2022	Employees	Gross margin, %	Sales per employee, \$M
1	30	Microsoft	26	198,270.0	18	72,738.0	18.7	221,000	26.95	0.55
2	352	Oracle	17	42,440.0	4.8	6,717.0	-51.1	143,000		
3	472	SAP	8	32,468.8	-1.4	2,402.2	-61.3	111,961		
4	491	Salesforce	1	31,352.0	18.3	208.0	-85.6	79,390		
Computer software				304,530.8		82,065.2		555,351		
1	8	Apple	21	394,328.0	7.8	99,803.0	5.4	164,000	14.81	1.15
2	97	Dell Technologies	23	102,301.0	-4.4	2,442.0	-56.1	133,000		
3	213	HP	29	62,983.0	-0.8	3,203.0	-50.7	58,000		
4	217	Lenovo Group	14	61,946.9	-13.5	1,607.7	-20.8	77,000		
5	345	Quanta Compute	18	42,997.0	6.3	972.4	-19.3	67,979		
6	420	Compal Electronic	12	36,039.7	-18.5	244.7	-45.9	73,120		
7	463	Wistron	8	33,063.6	7.1	374.8	-	65,000		
Computers, office equipment				733,659.2		108,647.6		638,099		
1	220	Accenture	22	61,594.3	21.9	6,877.2	16.4	721,000	6.98	0.12
2	224	IBM	29	60,530.0	-16.3	1,639.0	-71.5	303,100		
Informational technology services				122,124.3		8,516.2		1,024,100		
1	4	Amazon	15	513,983.0	9.4	-2,722.0	-108.2	1,541,000	8.23	0.49
2	17	Alphabet	15	282,836.0	9.8	59,972.0	-21.1	190,234		
3	52	JD.com	8	155,533.3	5.4	1,543.1	-	450,679		
4	68	Alibaba Group Holding	7	126,812.5	-4.6	10,625.0	9.5	235,216		
5	81	Meta Platforms	7	116,609.0	-1.1	23,200.0	-41.1	86,482		
6	147	Tencent Holdings	7	82,439.6	-5.1	27,984.2	-19.7	108,436		
7	467	Meituan	1	32,698.5	17.7	-994.0	-	91,932		
8	477	Uber Technologies	1	31,877.0	82.6	-9,141.0	-	32,800		
Internet service and retailing				1,342,788.9		110,467.3		2,736,779		
1	111	Huawei	14	95,489.9	-3.3	5,282.5	-70	207,000	11.63	0.51
2	274	Cisco Systems	24	51,557.0	3.5	11,812.0	11.5	83,300		
Network and communication equipment				147,046.9		17,094.5		290,300		

Table. 1.3 Fortune 500 tech presence (continued)

Number	Fortune Ranking	Company	Years in list	Sales, \$M	Sales change, %	Profit, \$M	Profit change,%	Employees	Gross margin, %	Sales per employee, \$M
1	62	China Mobile Communication	23	139,597.1	5.8	14,718.3	0.6	452,202	6,40	0,43
2	64	Verizon Communication	29	136,835.0	2.4	21,256.0	-3.7	117,100		
3	77	Comcast	21	121,427.0	4.3	5,370.0	-62.1	186,000		
4	78	AT&T	29	120,741.0	-28.5	-8,524.0	-142.4	160,700		
5	79	Deutsche Telekom	29	120,107.7	-6.6	8,415.1	70.4	206,759		
6	109	Nippon Telegraph and Telecom	29	97,048.6	-10.3	8,962.4	-14.8	338,651		
7	132	China Telecommunications	24	87,166.4	4.3	2,060.8	6.5	392,726		
8	261	Charter Communications	7	54,022.0	4.5	5,055.0	8.6	101,700		
9	267	CUNC	15	52,765.9	3.8	1,085.1	11	244,508		
10	295	Softbank Group	16	48,541.6	-12.4	-7,167.3	-	63,339		
11	302	Vodafone Group	24	47,550.4	-10.2	12,315.7	407.9	98,103		
12	319	Orange	29	45,721.0	-9.1	2,257.1	719.3	130,307		
13	349	America Movil	17	42,724.3	-14	3,787.8	-60,1	176,014		
14	355	Telefonica	29	42,063.0	-9,4	2,115.1	-78	103,651		
15	357	KDDI	26	41,902.3	-13,6	5,005.1	-16,4	49,659		
Telecommunication				1,198,213.3		76,712.2		2,821,419		
1	25	Samsung Electronics	29	234,129.3	-4.2	42,397.7	23.6	270,372	7,18	0,4
2	27	Hon Hai Precision Industry	19	222,535.3	3.7	4,751.0	-4.8	767,062		
3	140	Sony	29	85,254.9	-3.5	6,923.4	-11.8	112,994		
4	153	Hitachi	29	80,388.6	-12	4,795.6	-7.7	322,525		
5	204	LG Electronics	23	64,952.8	-2.9	926.8	2.8	74,000		
6	218	Panasonic Holdings	29	61,902.6	-5.9	1,961.5	-13.7	233,391		
7	278	Midea Group	8	51,393.0	-3.5	4,393.4	-0.8	166,243		
8	333	Pegatron	11	44,272.5	-2.2	506.9	-31.1	161,836		
9	360	Xiaomi	5	41,631.3	-18.2	367.8	-87.7	32,543		
10	368	China Electronics	13	40,326.3	-6.5	-501.1	-	184,940		
Electronic equipment				926,786.6		66,523.0		2,325,906		
\$ 40,956,576.20 M						70,119,405 employees				
\$ 4,775,150 M				11.66 %		10,391,954		14,82 %		

Source: Fortune Global 500 (2023)

It is public evidence of great productivity and challenges in the tech segment. And techs are part of this success. Independent of location and post-COVID work model. For instance, remote working has many perks for employees and employers, and one standout advantage is flexibility. Picture this: employees can choose where they work, allowing them to balance their work and personal life better.

On the other hand, companies can cast a wider net for talent since it is an opportunity to hire people only from local to office areas. Named before, significant areas such as the talent pool and workplace flexibility are solid helpmates for financial compensation benefits, on which the worldwide HR community spots a lot in the USA, Great Britain, Europe, and Ukraine with such derivative as talent attraction, engagement and development. Besides, the referential program is much more robust in a remote workforce, 56%, compared to 44% in an office-related team (SHRM, 2023). Such findings provide strong confidence in a more collaborative corporate culture, loyal and highly motivated workforce, talent evolution and sustainable favourable outcomes with flexibility in "How" and resilience in "What and Who" globally.

Besides, let's not forget the productivity boost – fewer office distractions and the freedom to structure your workday in a way that suits you. Plus, there's the additional bonus of savings on commuting and benefits from sharing the extra office space. It's a win-win that makes employees happy and sets companies up for success. It is a growth factor that allows one to perform best, differentiate from competitors, be attractive to customers, and leverage global presence and technological advancements with talented human capital. KPMG, in the CEO Outlook (2022), introduces their paradigm as an "employee value proposition" that sounds like achieving more, being highly productive, being socially and environmentally responsible, digitally banding together people and technology, driving value with extra, balancing hybrid, remote and in-person activities daily between continents,

nations, cultures, levels and structures. Deloitte (2023) emphasizes human talent in a "boundaryless world" even more, putting in a central relational approach, pivotal augmented mechanisms, and flex ecosystems. It looks like a circle of illusion - humans with teleportation speed, although it is already in action with various advancements and dependencies. Deloitte provokes the autonomy of skilful employees, followed by execution far above work formalities and standard instructions, framing all above independently under the roof of the corporate umbrella and building in such a way a strong employer brand.

Moreover, by strengthening in such a way, employees improve their organization and pivot expected growth upward and onward. Although there is openness for exploration and new ways of doing with the paradigm of self-improvement in the context of time frame, there is a scale of know-how inside an ecosystem with a new concept of distinctive hybrid flexible workplace models suited for human and their needs: "Organizations need to challenge traditional boundaries and design physical, digital, or hybrid environments that fit varying work needs while respecting worker preferences and meta objectives such as culture, community, and teamwork" (Mahoutchian, T. et al., 2023). Even more, 87% of business leaders rely precisely on the workforce model in future performance (Deloitte,2023) and promote organizational success history for overall resilience in turbulent times (McKinsey,2023). Performance management in remote work involves setting up strategies to keep tabs on how your remote crew is doing. The secret sauce is clear goals, remote-friendly performance evaluations, a proactive approach, and timely feedback. Regular check-ins and performance reviews are the glue that holds it all together – a chance to chat about wins, tackle roadblocks, and offer a helping hand. With the work-from-anywhere trend, HR must support the talent force effectively. The advantages of bringing HR to organizations are linking

business strategy with global transformational innovations by collaborating remotely.

It is evident that with such objectives, the HR role becomes more strategically focused on global connections, complex opportunities, and new innovative approaches (Cayrat, C. and Boxall, P., 2023). It reimagines how they snag and bring in virtual expertise, maybe with a sprinkle of virtual interviews and assessments. The communication game must be on point to keep remote teams collaborating seamlessly, which is one of the reasons for talent retention while playing globally and being a part of a collaborative internal ecosystem. Employee well-being and the balance of interest with innovations are hot topics from this perspective. HR teams must cook up initiatives that shout, "We care about your work-life balance and mental health!". Focus on rewards for remote employees, and you've got a winning strategy. Mental well-being is a top theme in the USA market, with leading attention on its development of HR management and compelling rewards from the mental health environment (SHRM, 2023). Tech tools are the sidekick in this adventure, helping make things transparent and everyone accountable. It's all about adapting the performance management playbook to fit the remote vibe, turning the dial on productivity and awesomeness. Acknowledging and rewarding employees' efforts is the secret ingredient to maintaining motivation and positive vibes. Monthly shout-outs and virtual high-fives during team meetings are just the beginning.

Motivation is not limited to enticing incentives like professional development opportunities, flexible hours, or virtual team-building activities. Recognizing and rewarding remote employees goes beyond a simple pat on the back; it's the key to cultivating a workplace focused on positivity and inclusivity. And the result? Intellectual capital is at the forefront as a source of competitive advantage, with HR as a game-changer and active influencer—companies with a global presence, omnichannel business models and inclusive remote workforce.



Table. 1.4 Develux best case portfolio

<b>Product</b>	<b>Business-related problem</b>	<b>How improvements are</b>	<b>Project results</b>
<b>ASO</b>	Insufficient quantity of new lead generation due to pure visibility on the target market	Keywords search optimization	New users and segments with better visibility, unique product characteristics and growth opportunities
<b>CRM</b>	Long-time reaction for clients' inquiries with data absence and pure information flow	CRM system implementation	Automatization of project updates and renewals, improved communication channel, standardized templates, higher speed and quality, data support for decision-making, dedicated authorization-approved tracks of sensitive information
<b>Cross-Platform</b>	Necessity to manage risks regarding brand defence	Cross-platform design	Customer connectivity with multichannel presence, loyalty increase, better cooperation
<b>Mobile Applications</b>	Low rate of usage of mobile application	Mobile application modernisation	Improved functionality with user involvement leading to positive user experience and results
<b>SEO</b>	Low rate of website visits	Website Transformation, including proper algorithms and performance monitoring	Traffic increased 3,36 times with better content management, proper links, and quick conversion from visitors to customers.
<b>Video Production</b>	Unclear brand identity among employees and their customers	Launching a new video channel	Content creation based on the Brand's unique features and their positioning

Source: Develux official website

As summarised in Table. 1.4. heightened productivity, sky-high job satisfaction with talent engagement, and new rules of the hybrid workforce model are already in use in the company.

### **1.3. Innovations in the form of the agile-operated model as part of HR strategy**

Agile is a project management approach widely used in IT companies nowadays. It is rightly considered as a flexible approach. According to this concept, employees can make mistakes when planning and evaluating a project. After all, it is impossible to foresee everything. The Agile methodology aims to minimize flaws and details that can be overlooked.

Moreover, it is realistic to anticipate potential changes or additions and seamlessly integrate them into the workflow. For example, many valuable ideas arise during a project. Why not incorporate them into the plan, perfecting the end goal?

The Agile process's primary objective is the importance of the team, motivation of employees, empowerment for self-realization, and autonomy in making important decisions. Thus, a motivated team member is more intensely invested in the work, providing quality and quick results. The friendly atmosphere in the team, in turn, contributes to the interest in working for the product's benefit. Such empowerment allows one to solve the task promptly, reducing the time that would have to be spent on coordination.

Some considerations about agility and its practical usage in the business world are in Table. 1.5 to prove this assumption and provide a generic overview of the agile concept and its impact on human capital. For instance, Fewell (2021), as a Project Management Institute author, proposes to leverage risks and track them first as opportunities and not threats, aiming to find new solutions rather than mitigate opportunities by automatic programs. However, empathy, testing, and control of ready-to-use deliverables are in the sprint deliverables frame.

Clarck (2022) from Harvard Business Review, with much the same opinion, puts the minimum security subject as a necessary condition before innovating and evaluating as an attempt to build a defined culture in a company and above its

borders, prioritizing finishing work-in-progress and starting a new one. Summarising this approach, it is accountability in multi-options: be a part of a team, do a component that is a part of the machine, be open to new approaches, be transparent, and be a team gamer while discussing and collaborating, but be self-organizer for own part of the responsibility.

Table. 1.5 Agile key concepts

Source	Key ideas
<b>Project Management Institute</b> (National Academy of Public Administration & PMI, 2022 PMI, 2017 PMI, 2020)	Search for answers: key challenges, processes, regulations for tomorrow. Keep monitoring the environment and put adaptation in scenarios. Be sensitive to changes and quick in adjustments. Observe as a system. Benefit from big data and digital advancements—act as early as possible, but with planning. Empower the team, but be clear in processes and expectations. Use common language. Visualise and be transparent with tools such as kanban boards—requirements on incremental components.
<b>World Economic Forum</b> (WEF, 2020)	Technological help; experimentation; clear expectations toward results; interventions in the process; endless mindset; the power of regulators; social, economic and environmental returns from innovation; collaboration with regulators in risk issues; using science to reduce uncertainty; creating new standards and setting new challenges; self-control and self-testing; cross-border collaboration
<b>Forbes</b> (Davis, 2022)	Multi-projects with changes; value within the process and not only at the end; manage chaos with four values and twelve principles as collaboration, technology, customer-centricity, embracing change, timely value, late discovered advantages, frequency, open space, engagement and trust, the price for progress, excellence, simplicity and on-going development
<b>Agile Alliance</b> (PMI & Agile Alliance, 2017)	Driving by value and being multi-discipline; having and updating in and out-of-scope; a mindset as starting point; uncertainties assessment from technical and requirement perspective; Research and Development applicability; variation of cycles based on the desired outcome (as part of the process-managing costs, ready-to-use component-focus on speed, feedback-corrections, feedback with the completed component – value for the customer with iterative approaches)
<b>Microsoft</b> (Microsoft, 2023)	Cycle phases, planning and improving, collaboration and team-working; big project vision, but no strict roadmap; keep on track with adjustments;

Source: PMI, WEF, Forbes, Agile Alliance, Microsoft

Based on the above studies, there is strong evidence of the benefits of agile methodology for business, environment, society and economics. However, with a big focus on innovation, team framework and production cycles, other factors to consider are HR management presence, overall talent development strategy, business vision and sufficient resources and capacities. As per PMI recommendations presented in Table. 1.6, two internal directions, technical and organizational, are to be used.

Table. 1.6 Readiness factors

<b>Organizational</b>		<b>Technical</b>	
Structure	Culture	Context	Capability
Drivers of change	Leaders mindset	Partners involved	Current capacity
Believe in positive results	Maturity level in skills	Project charter	Level of automatisisation
Resourcefulness: insourcing, outsourcing	Grad of additional support required	Amount of investments required	Recordings

Source: PMI

As seen above, HR is responsible for promoting talent with an agile mindset and planning skills development—group dynamics and synergy are other aspects. With behavioural understanding, for instance, there is a shift from contra-position, as we did before, and there is no sense in repeating to pro-focus, as there is an excellent example of how it works and brings results, as in Table. 1.7.

Table. 1.7 Pro &amp; contra for agile-operated model

	<b>Extra plus</b>	<b>Minimum plus</b>	<b>Minimum minus</b>	<b>Extra minus</b>
<b>Mindset</b>	Growth mindset	Collaborativeness	Allowance to be flexible within a defined frame	Doing by instructions
<b>Crisis perception</b>	Use the chance. No time for improvements	No time for crisis. We are working on improvements	Wrong position to use a chance	No time to use a chance

Table. 1.7 Pro &amp; contra for agile-operated model (continued)

Change skills	Ready-to-use advancements from past projects	In process and want more	Tried and low success	Tried and failed. There is no desire to repeat.
<b>HR</b>	Active defender of the current project	Support current project	I could try, but I see no benefits	No changes in strategy

Source: Compiled by author from PMI and Agile Alliance

In many papers, the Project Management Institute argues that acceleration is a primary benefit of using agile methodology and investing in agile resources and approaches. Also, the main difference between standard project management methodology as PMBOK, known as waterfall and agile, is the ability to make adjustments after starting projects. From one point of view, this gives the option to moderate final results before the product's appearance.

On the other hand, it is an extra resource load with a range of uncertainty, continuous changes, and ongoing improvements, which could arise even more with new team members because each team is going through forming, storming, and performing stages. It is why agile as a culture is often HR's responsibility, although production delivery and methodological aspects take care of the production manager and scrum master correspondingly.

With some tricks and tips, there is an option to progress each team and company to a more agile mindset, which opens new horizons on an economic, social, behavioural, organizational and personal level, as described with standard rules in a way from beginner to trainer or coach in Table. 1.8 corresponding to personal development.

Table. 1.8 Maturity Levels

	<b>Starter</b>	<b>Practitioner</b>	<b>Expert</b>	<b>Guru</b>	<b>Trainer</b>
<b>Batch</b>	Big tasks	Component of big tasks	Component of backlog	Ask to break the big task into components if necessary	No perfectionism Can mitigate extra features
<b>Quality</b>	Deadlines above quality. No quality criteria	No quality criteria – no start work	There is no end until there are some defects	Quality work-done cases portfolio	Including internal testing
<b>Process</b>	Not finished tasks	Take care of less interruptions	With some dependency one source of failure	Do what commit. Eliminate the source of failures	Perfect matching with no delays and waiting time
<b>Organisation</b>	Self-organization	With environmental connection	With no interventions in the environment	With synergy	As part of the system

Source: Compiled by author from PMI and Agile Alliance

With the above findings, assessing tools and technologies is obligatory, as shown in Table. 1.9 and Table. 1.10 with a proposal for doing experiments and focusing on development and optimization with reasonable quality.

Table. 1.9 Personal Assessment

<b>Commitment</b>	<b>Results</b>	<b>Tools</b>
Work visibility	Mistake correction	Improvements in iterations
No delays: fewer tasks in the process	Appropriate quality	Self-control
Focus on completion	Coachability	Planning
Learning by doing	Acceleration	Flexibility in approach
Part of system	Aline with a system	Fit into organization

Source: Compiled by author from PMI and Agile Alliance

Technological advancement and information systems today are of a wide variety and suitable for any sophisticated need. It gives space for ideas and collaboration toward better, faster, and more innovation and drives more

competitiveness in the market and disruptions. However, choosing the proper information system support and communicating this is crucial before launching projects. Users should be ready to use this system, benefit from its usage, and increase their productivity and engagement by properly tuning technological advancements.

Table. 1.10 Agile tools

<b>Planning &amp; Control</b>	<b>Collaboration &amp; Motivation</b>	<b>Execution &amp; Improvements</b>
Stand-up meeting	Cross-units projects	Sprints
Kanban board	Fellowship	Value streams
Sprint Review	Agile banks	Survey
Sprint Retrospective	Quick deliverables	Pilot projects
Technical Review	Creative space	Centralization around users
Test-control	Flexibility in execution	Value-focus approach
Work-in-progress	Team cohesiveness	Agile playbook

Source: Compiled by author from PMI and Agile Alliance

All the above findings highlight a perspective on what to focus on, what to think about, and what to ask. As far as agile process implementation and HR's role in this success is precise and defined, it is necessary to stop on the logical part of how improvements impact overall results and if there are already companies and industries that already implement agile and what results are.

Summarising the mentioned research of industrial and financial reports, recent trends in business, significant environmental, social and business impacts, and agile concept, it is clear that the pilot project moves the organization and human capital on a higher level, increasing their loyalty and bring a significant portion of innovation in products, processes and society. Transparent tracking and a model of incremental deliveries, as far as a collaborative ecosystem, are valuable components of the proposed solution. Efficient HR involvement, mentoring, and functionality bring extra bonuses in professional talent development, increasing capacity and deliverables and creating organisational value.

Suppliers and customers involved in the pilot project benefit from sharing know-how, new products and well-trained employees. Investors as financial-focused people accept proposed innovations and budgets due to demand and success cases with ongoing portfolios, cohesive team motivation, influential stakeholders and shareholders, and overall high-performing road shows. The regularity of incremental deliveries brings overall satisfaction to the team and is a reason to celebrate the first success. And finally, with a global presence and knowledge of local markets, it is an opportunity to scale up a solution in foreign markets with disruptive technologies supported internally and externally and elevate people, organizations, and countries to the next level.

While conducting theoretical investigations of relevant research reports, academic studies, business literature, and scientific and economic papers, there is strong evidence of the actuality of HR management as a research theme. The most controversial subject in findings is a model of workings, for instance, hybrid, removed or in a specific location. There are various points of view on this issue, as well as some varieties in local concepts, companies, and employees' staff preferences. However, how work is organized strongly emphasizes the connection between business targets and human capital well-being. Engaged employees are considered by many authors today to be the primary source of power on local, national, and international levels. In-depth financial analysis of Fortune 500 companies as listed companies with many employees and solid financial ratios produces a sense of excellence and combines theoretical, financial, and behavioural in-depth analysis in a frame of recent human capital trends and technological advancements; - there is a fundament for successful testing.



## CHAPTER 2. DRIVING FORCES OF "DEVELUX" BUSINESS ACTIVITY

### 2.1. Overview of unique and distinctive features that drive the company's business activity in the frame of outsourcing and IT standards

While considering business development drivers, the first question is: What is the current situation and forecast for the future, necessary investments, and project duration, and do they match with strategic targets and company values? A generic overview of the company profile is in a Table. 2.1.

Table. 2.1 DEVELUX Profile

1	Company brand	Develux, Inc
2	Primary market	USA, HQ Florida
4	Year of origin	2014
5	Vision	help clients develop their sustainable businesses and work in a competitive position in the modern technological world by creating individual projects, help companies to achieve and strengthen their unique brand position in the marketplace
6	Specialization	a large pool of services at a high level so that clients can entrust Develux company with their projects from start to finish and receive an effective turnkey solution as a result
7	Number of projects/ average project costs	From 20 (with first CRM solution during a year) to 850+ (2023) / \$ 10,000 – 49,000
8	Number of clients	670+ (total) 180 + (regular)
10	Experts / Talent pool	200+ / 800 +
11	Values	high expertise, sustained development, individual approach, transparent cooperation
12	Customer geography	Worldwide with target markets in 30 countries in such regions as North America, Caribbean and Central America, Europe, Australia, and Oceania

Table. 2.1 DEVELUX Profile (continued)

13	Services	IT consulting and outsourcing services: web and customer software development (customer mobile development, project management, bespoke software development), out staffing (offshore development, dedicated teams, IT recruiting, talent mapping, R&D software), Promotion (Video production, SEO)
14	Solutions for	For E-commerce and Fintech, also automotive, healthcare, and logistics industries
15	Success formula	Product improvements and innovations, learning agility and adaptability, research methods, excellent reputation, brand presence worldwide, double growth in the year 2020, designer professionalism, expertise in informational technology, Ukrainian IT specialists, speed solutions, client orientation and actual needs identification, high level of commitment, great products and service support, individual approach
16	HR practices	People first, career acceleration, sport, work-life balance, cosy office, flexible hours and remote model, bureaucracy-free approach, communication without hierarchy (open communication)

Source: Develux official website, Interim report, DOU, Clutch

Sales – that is what drives the business. Therefore, apart from product resources, the market in which the company conducts business activity is also to be considered before making decisions and starting massive sales and new hires. With a sizeable amount of projects worldwide and their successful execution, the company's sound growth within the prior ten years, learning agility, research activity, presence in the most technologically driven US domain, the talent pool of experts (with Ukrainian involved in international projects and military tech production), and the right HR policies, there are fundamental drivers for sales growth and business development with perfect services and products, customer centricity and employee loyalty, excellence in business results.

As per Table. 2.2, there is leverage on high market share with such primary services as software solutions, web development, outsourcing and sure allocation in the high-growth industry:

Table. 2.2 Market Potential

	Market	Important milestones and global market size
1	Web	High dependency on Internet availability, presence of technological giants, growth drivers, growth with lower inflation rates, lower corporate and remote working model. Market size \$42.2bn. Insignificant barriers to entry, four prominent leaders and a CAGR of 2,6% (IBIS World, 2023)
2	Software	Robust growth, spending in R&D from tech pioneers, divisions: mobile, game and software (Vailshery, 2024). The software market has a value of \$880bn in 2024, a growth rate of 7.1 % in 2022 (Vailshery 2024, Statista 2024, Statista Research Department, 2023), and further expansion. B2B, B2C, B2G. Part of the global IT market with a value of \$4,7tr. The US is the largest market (Sherif, 2024). It is part of the information and communication market value of \$6tr. (Sherif, 2023) with many companies apart from tech leaders. For instance, in Germany, 91,300 companies are only 4,2% of the global market (Statista Research Department, 2023). Segments: enterprise, productivity, system infrastructure, application development. Enterprise software segments: business process management, enterprise resource planning \$95bn., and customer relationship management \$47bn. Focus areas: 1/3 of the market as software with cloud service and subscription model \$197bn (Vailshery, 2023) and artificial intelligence \$2tr in 2030 from \$100bn (Thormundsson, 2023). Increased digitalization, big data, socialization, integrated security, and robots. Major challenges: cloud solutions – costs, software – new customers (Sherif, 2024, Vailshery, 2024), ERP- overbudgets – 41%, high spending for video streams, system infrastructure – domestic markets protection. (Statista, 2024), not enough skilled talents (Statista, 2024)
3	Data centers	The market value is \$217bn (Vailshery, 2023). High dependency on economic growth. Annual growth 1,5%. Leading countries: US, DE, UK, CN, CA (Taylor, P, 2023). High entry barriers due to CAPEX
4	Managed services	Outsourcing of computing services. The market value is from \$279bn in 2022 to \$500bn in 2028 (Sherif, 2024). The biggest is North America, with the USA at the top. Asia Pacific – quick development. Segments: security, cloud, infrastructure as services, business, and security applications as products. Tech giants dominate it. Part of IT outsourcing is a \$460bn market. (Sherif, 2024). In Ukraine -\$1,35bn from the IT services market \$3,7bn, CAGR – 10,37% for the years 2024-2028 (Statista, 2024)
5	Information security	The market value is \$190bn (Borgeaud, 2024,. Security as a service for cloud solutions. Part of the cybersecurity market with a value of \$538,3bn (Borgeaud, 2024). Part for security software \$61.4bn (Borgeaud, 2023, Borgeaud 2024).

Source: IBC World, Statista

All the above findings about market trends and company portfolio prove that the initial project in the software sector is well-established in other countries, with high potential and available budgets in the CRM software market, with a total worth

\$57bn in 2025. In addition, ERP is about \$109bn, business intelligence and analytics tools are \$18bn, content management applications are \$51bn, and social instruments are \$4,5bn (Statista, 2024). That means that new sales, services and products independent of the customer industry are current challenges in the form of new projects, version generations, established expert and product teams and ongoing global development.

From another perspective, PR, sales, and marketing as front-line departments are drivers of public business development, and, therefore, HR is responsible for implementing correct motivational policies to deal with market challenges, aiming to increase new customers for sales and active sourcing and hunting for HR. The main arguments are the number of potential customers, IT budgets and IT talents. Dedicated areas are in-house production and optimistic forecasts from experts for the following years. First, the company's high sales rise above the industry average - an internal success factor. Second, an industry forecast far above 10-70% annually with expansions, third – direct market presence in the pioneer market – the United States of America. Moreover, the three-year segment forecast for software development marks enterprise and application segments as primary due to a 31 - 52% increase, as in Table. 2.3. with clouds, data, artificial intelligence, cybersecurity, and a lack of skilled talents.

Table. 2.3 Expert Market Segments

<b>3-years growth</b>	<b>Direction</b>	<b>2023</b>	<b>2025</b>	<b>2027</b>	<b>Global giants</b>	<b>Company projects</b>
<b>31,25%</b>	Enterprise software (ERP, CRM, BPM)	262,4	302,9	344,4	Microsoft, IBM, SAP, Salesforce, Adobe, VMWare, Intuit	Call centre, cross-platform, Blockchain, tracking, Notification application
<b>9,14%</b>	System infrastructure software	143,3	150,5	156,4		
<b>51,7%</b>	Application development software	165,3	190,6	217		
<b>15,88%</b>	Productivity Software	76,32	82,76	88,44		

Source: Statista, Develux

In the context of tendencies, there are expectations of an even more perfect working climate and agile teams, with new competencies such as project management, architectures, data scientists, accelerated decisions and growth mindsets, what is, staying in the context of current agile methodology, customer centricity, lead to monopoly positions in specific niches. Chui et al. (2023) from McKinsey argue that increased complexity requires simplicity, interconnectivity with dynamical analytics, new research methods using AI instruments, impactful capabilities and presentable solutions with edge ideas and extensive communication. In addition, there is a model with a shifting price, with the highest budgets for strategic innovators and their best execution. In contrast, although it costs a lot, scalability could face lower margins if market penetration is executed with low sales volumes, fewer new features, and fewer shareholders' ideas for successive periods.

The main point of high competitiveness is that talented employees and satisfied customers are at the centre. Starting absolutely from scratch, going via stages of the sales funnel such as task evaluation, solution preparation, tuning and implementation, quality testing and launching, there is a place for post-project activity, such as support, maintenance, timely control, update, upgrade, and new launch. With a significant portion of expertise available, successful expansion on the global market, a stable client base, a high level of trust in the team, and contemporary HR practices, there are unique growth drivers that allow a company to face new opportunities and increase profitability and investment in-flow.

Moreover, Develux (2020) have coordinated outsourcing benefits with socioeconomic factors, connecting them with strong and visible brand positioning as "scalable, customizable, and easily implementable". The company insists on HR initiatives with first-class staff in projects abroad and in the domestic market, keeping them loyal and up-to-date skilled. A special project team works toward fulfilling targets and customers' requirements with control of influential factors, such

as equipment availability, project tracking, hours optimization, energy and high-speed internet advantages, communication channels, and perfect logistics, guaranteeing better brand awareness and talent involvement, more up-grade and up-skill, insourcing and outsourcing, partnership and network, local and global development, and a commitment to standards, strategic vision and OKR targets.

Talking in general about the IT market, there is a model of outsourcing and insourcing decisions. Similar choices to be "externally made" are for software programming, lead generation and customer support, helpdesk, financial transactions, tax and accounting consulting, and marketing and PR campaigns.

On the one hand, this means creating considerable value for those with immediate needs, less expertise or internal staff, or plans to do projects temporarily. On the other hand, there are possibilities for internal department transformation if companies optimize workload with outsourcing providers.

By choosing between insourcing and outsourcing, customers often gain additional pros from high specialization and expertise, including necessary investment as cost against outsourcing. New speed, quality, and diverse available opportunities that suit their needs support them.

With a financial background of any produce or purchase decision, it is necessary to understand the main differences in these approaches. For instance, BWL-Lexicon (2024) has overviewed the pros and cons described in the table. 2.4, arguing for specialization, cost-plus-time advantages, and a highly competitive environment.

In summary, higher productivity, transparent cost structure, and risk transfers are advantages, and the loss of secret know-how, data issues, and dependence are disadvantages.

Table. 2.4 Outsourcing vs Insourcing

	<b>Insourcing</b>	<b>Outsourcing</b>
<b>Employees</b>	In-house production	On contract base
<b>Scope of work to be determined by</b>	Internal instructions, HR legislation and available employees	Contract and project description
<b>Processes</b>	Internal	Cross- organizational
<b>Contra-agents</b>	Internal or hire for business needs	Referral programs, open sourcing, tenders, qualified suppliers base

Source: BWL-Lexicon

CFI (2024) proposes a more pragmatic analytical approach to making or buying decisions, focusing less on humans and more on logical arguments and economic costs, which are visible in Table. 2.5.

Table. 2.5 Outsourcing vs Insourcing (Finance)

	<b>Make</b>	<b>Buy</b>
<b>Costs include</b>	Productions costs Extra labour costs Controlling costs Storage costs (raw and inventory) material	Product purchase price Sales tax charge Logistics costs Storage costs (Inventory) Contract costs
<b>Benefits from</b>	Quality and production control	Multiple sourcing and lack of expertise

Source: CFI

From the perspective of cost position as a source of sales power and factor of influence, there is statistical data about market leaders' tendency to manipulate prices and use their market power to promote higher price levels without increasing costs (Gurtler, 2024). That means that companies with lower market power and acting not as cost-leaders can gain new customers during such price battles. Overall, being on the market with listing companies and tech giants requires supporting partner channels and conducting direct sales with various global opportunities.

Using the Ansoff classification matrix makes it is easy to track typical company positions as market development and complement diversifications without massive price decreases below the industry average, as in Table. 2.6.

Table 2.6 Market Positioning

	<b>New Market New Products</b>	<b>New Market Current Products</b>	<b>Current Market New Products</b>	<b>Current Market Current Products</b>
	Diversification	Market development (Search for)	Product development (Look for)	Penetration (Concentrate on)
<b>Strategy</b>	Enter new market	Sell current products to new customers segment	Increase the number of products	Sell more to the current client segment
<b>Success actions</b>	Complement products Disruptive products (totally new)	Diversification of customer base, segments, countries Regional/international expansion Building new channels/infrastructure	R&D (Research and Development), joint efforts, cross- sale, new patents, re-branding, high investments in new production facilities, support functions and trade lines.	Decrease price Increase marketing with promotional campaigns Current products and Distribution channels optimisation Acquire a competitor lines.

Source: Compiled by the author based on Ansoff, 1957 and CFI

Alternatively, with a company's growth, focus on specific segments and the presence of market power, there are cost-leaders examples in the IT market, as an EPAM (2023) case with a three-dimensional model of low-cost, high-efficiency, standardization and quick scalability, to gain lower price per unit with greater output. At the forefront of such a business approach is cost optimization with more volumes and output from each unit, which could lead to talent outflow and part-time models at the initial phase, causing more insourcing, inadequate competition, and additional price battles. However, gaining volumes and more automatized processes led to significant market power, scalable products and market share far above competitors, an extra strong financial position, cash inflow and easy expansion with the global economy on the scale.



From another point, with lower bench available as a result of cutting permanent employees toward project-based staff, highly standardized and bureaucratized procedures with new hires, and resilience in a highly changing environment, there are some risks as equal opportunities that accompany many organizations in periods of extensive growth, restructuring, transformations, adaptation and upgrade.

A consolidated report is in Table 2.7. with some global and local challenges available and possibilities of successfully dealing with them.

Table 2.7 HR Tricks in Ukrainian IT

<b>Company</b>	<b>Sales</b>	<b>Global challenges</b>	<b>Local challenges</b>	<b>Risks</b>	<b>Main achievements</b>	<b>Human resources policies</b>
<b>Epam Ukraine</b>	Export of IT services on the level of 23 or better	Slow economic growth	Disruptions in critical infrastructure.	Veterans adaptation	Step-by-step increase in new vacancies and new projects (+250 in work). Collaboration with the government.	Part-time working and bench models. Using the project's resources and attracting new
<b>SoftServe</b>	Dependence on global market development	Quick adaptation	Business Development Time of uncertainties. Build expertise in new directions.	War escalation	New projects in Ukraine. One thousand forty twenty active projects. Artificial intelligence laboratory.	Global hires

Table 2.7 HR tricks in Ukrainian IT (continued)

<b>Global Logic</b>					People as primary resources. Five hundred seventy active projects in Ukraine.	Seventy-one experts on a bench.30 days for new projects if on the bench
<b>Intellias</b>	Leaders position on main markets with active growth	Global team development	Stop some projects	Global recession	Opening 12 offices abroad, 272 projects,140 clients	Corporate culture development, value-based integration

Source: DOU

Finally, there are periods of growth and slow-down. Each company chooses the best opportunity, diversifies risks, and thinks far above today.

The Ukrainian IT industry has established its routes nationally and successfully moved globally. There are new forms of partnership, joint ventures, and collaborative ecosystems, and at the same time, there is still much work to do, especially for global expansion, brand awareness, employee confidence, and new leads in the international environment.

There are illustrations of advancements with human capital and an agile mindset, leadership orchestration strategies and HR management at the forefront of the company with capital, customer-centricity and market know-how, product value and suppliers' commitment, and perfect management with engaged shareholders and highly involved employees.

## **2.2. Advanced analytical report of the current portfolio, assessment of potential trends, economic returns of new initiatives in the context of OKR targets**

Based on advanced global forecasts for the next 3-7 years and the current statistics with enormous growth, it would be helpful to determine the core markets and strengthen the company position in the mentioned markets with local sales presence, project team formation, case-study consolidation and presence on the market with target budgets under regional responsibility.

For instance, for the United Arab Emirates market with Fintech in-depth report from Statista (2024) and measurable interest in AI and Blockchain technologies with a high level of digitalization, IoT and VR projects, and market capacity - \$3tr with 10,07 mln internet users, it is possible to focus on specific software with available demand at present as E-sport and technological gaming, apart current company portfolio.

For the UK, another positioning would be better for financial institutions, the digital economy, ed-tech, cybersecurity, and matching infrastructure tasks with data centres and cloud-lake power. With still-developing e-commerce, many small and medium organizations, entrepreneurship projects, and family-owned businesses, Germany has prioritised infrastructure, autonomy, safety, renewable energy, intelligent solutions, and government digitalization.

Therefore, following high local specialization and the global presence of a successful IT startup already in a high growth stage, an internal company HR project is offered to initiate five new regional lead positions, as mentioned in Table. 2.9. with cross-sales teams, direct account and project teams, local sales, and global product teams.

Table 2.9 Develux Sales Clusters

<b>Country</b>	<b>Region</b>	<b>Regional responsibility</b>
<b>USA</b>	North America	Lead manager 1
<b>Canada</b>		
<b>United Arab Emirates</b>		Lead manager 2
<b>United Kingdom</b>	UK	
<b>Switzerland</b>	DACH	Lead manager 3
<b>Germany</b>		
<b>Iceland</b>	North Europe	
<b>Norway</b>		
<b>Denmark</b>		
<b>Sweden</b>		
<b>Norway</b>		
<b>Finland</b>		
<b>Latvia</b>	Eastern Europe	Lead manager 4
<b>Lithuania</b>		
<b>Poland</b>		
<b>Netherlands</b>		
<b>Belgium</b>	Central Europe	
<b>France</b>		
<b>Turkey</b>	South Europe	Lead manager 5
<b>Bulgaria</b>		
<b>Slovenia</b>		
<b>Macedonia</b>		
<b>Italy</b>		
<b>Portugal</b>		
<b>Austria</b>	Central- Eastern Europa	
<b>Slovakia</b>		
<b>Australia</b>	Oceania	

Source: Interim practice

Although following advanced analytics with successful new sales structure and already available projects in such core developed for IT markets as the United States of America, United Kingdom, Canada, Germany and Ukraine as developing markets with high growth in prior-war periods, it would be helpful to summarize the excellence of business model as in Table. 2.10. (as per Osterwalder's Canvas) that is used in the company to highlight the core competitive advantages and strategically point to unique value propositions with global market presence before going further

in important HR issues, including team forming, lead development, budget responsibility, OKR targets, and matrix model in project-based activity.

Table. 2.10 Develux Business Model

<b>Key partners</b>	<b>Key activities</b>	<b>Value proposition</b>	<b>Customer relationships</b>	<b>Customer segments</b>
Partner agreements with leading IT vendors, telecom and internet providers, tech equipment suppliers	A large spectrum of IT portfolio in the form of IT products, IT services, consulting reviews for solving challenging business tasks and with application innovative, cutting-edge technologies	Unique tech and service expertise, customized and individually tuning solutions	Project-based, personal approach, transparent cooperation Decision-makers as CEO, CMO, CIO, and business owners	Industry solutions with segment-based proposals and dedicated projects. Areas: B2B, B2C, B2G.
	<b>Key resources</b>  In-house team, Brand, expert know-how		<b>Channels</b>  Online / Hybrid / Website / Partners agreement / Platforms / Special stores / Cloud marketplace / Exhibitions / Direct sales / Mobile gamers / Digital Marketing channels	
		<b>Cost</b>  Project-based, including equipment, office, Administration and controlling tasks, transport, and other human, physical and financial costs allocated to the successful execution of the project		<b>Revenue streams</b>  Domestic market (USA) and global sales in 30 countries

Source: Composed by the author based on Osterwalder Model and CFI

Based on the above strategic overview, there are facts about the dependency on the results of the human factor and the active usage of technological aspects combined with tech expansion.

As the company conducts active commercial activity in main IT markets and with a new sales structure and higher regional responsibility, we expect the human factor to take an even higher role with more projects, new expertise dealing with complexity, team collaboration and new customer attraction. That means more innovations and challenges to employees in product, sales, support, front-line and administrative roles. Therefore, HR should implement corporate policies with on-site publication and local adaptability to the core sales markets.

Before their implementation, there was some consulting advice regarding focus areas, as shown in Table. 2.11, with typical problems, some opportunities, and actions that companies discuss openly during their extensive growth.

Table. 2.11 HR responsibility

	<b>Focus area</b>	<b>To be considered</b>	Average statistics from Snyder and Bottorff, 2023
<b>Number of HRs</b>	Number of HR employees in the company	Differentiation with dependency on company size, local or global hire policy	1-4 HR employees in company
<b>Leadership</b>	Group effectiveness	More satisfaction, loyalty and efficiency in successful cases	60% put attention on this issue
<b>Burnout</b>	In the period of changes	Active supporters	40% face burnout during crises.
<b>Employee experience</b>	Positive outcome	New chances, openings, build career path, job description	For 47%, it is a task
<b>Talent hunting</b>	Gaps in future	Involvement in recruiting and onboarding, support with resources	46% consider as the central task
<b>Mobility</b>	Regime working	Flexibility for employees for hybrid format with office availability	18% of employees doubt if no office is available

Table. 2.11 HR responsibility (continued)

<b>Employer brand</b>	Sustain a good reputation in the market	Special attention to PR activity, especially with not excellent reviews	new hires
<b>New hires</b>	Stay in company	Communicate about roles, define expectations, and support inclusive culture. Consider \$1euro or 33% of y / 6 months as a lost opportunity in case of a broken contract. Apply short-term and long-term onboarding programs	30% leave within the first 90 days. 77% execute planned targets, 18% commit, and 58% stay in the company for three years with an onboarding program.
<b>Career path</b>	Stay with one company	Age of employee	25-34 years – up to 3 years, 55-65 – up to 10 years

Source: Forbes HR Trends

Therefore, as mentioned below, specific motivational aspects and HR plans support OKR targets for new hires, onboarding instruments, mental health, career progress, technological aspects for staying loyal, energetic, positive employees and high-level trust. It is also an opportunity to enter an HR software market, with the usage of artificial intelligence, a market value of \$14,8 bn and new possibilities for diversification.

The chapters above discuss the company, products, and industry potential using various analytical instruments, data from reputational industry reports, and recommendations from relevant standards. They support best practices with high collaboration, knowledge-sharing, and technological and investment support for innovations with agreed returns. It compares outsourcing and insourcing, defines fields of expertise and positional benefits to conclude criteria for project assessment, and defines measurable instruments of HR activity.

### **2.3. Impact assessment of HR policies**

While talking about HR strategy, there are mainly the first two questions:

- How many employees are in the company now and in the future?
- How many years have employees been staying in a company?

It gives a first impression that loyalty is important and shows how long it takes to sustain the current condition. With such discussion, there is a controversial opinion about job hopping, which is when employees stay in a company until it suits their interests and there are no better propositions.

In this matter, there are some cases in contemporary business, as presented by Christian (2022) from BBC, with a growth salary rate of 30%, better client segment, and acquired new skills due to changes three works per year. However, although such a case turns positive, the following behaviour should not be as objective for companies but could be a possible solution. Sometimes, it is necessary to break up some contracts, but in contrast, it saves the company. In other cases, there is a mismatch in positions, expectations and promises.

All the above, once more, make HR work more human-focused, with the presence of empathy and by using the best motivational practices. With global activity and participation in international and local markets, various generations, and total mobility, tasks for personnel are challenging. For project organizations, it is an opportunity to board such employees during the project duration with less initial investment in starting learning; it is a chance to get upgraded roles with short-term planning and obligations quickly. It coincides with the opinion of Berthelot (2023) from Business Insider. He has even found that for career acceleration, it is sometimes worth starting to do something new. Therefore, to keep employees in the current company, there is a chance to involve them in various tasks, other areas of responsibility, challenges with new markets, and new higher tasks.



Illes and Zhang (2016) assess the influence of HR management in various cross-culture contexts. They promote the message about line manager responsibility from HR positions, meaning supporting their teams with their power, authority, resources, and reputation in such a way that it would be a horizontal and vertical fit. In such a way, we could consider such collaboration as a collaborative ecosystem with HR managers who only tune overall direction and line managers who create their working system. Such an approach is helpful for management and administrative responsibility and critical for new projects, especially with shared resources.

Therefore, as a central message, the line manager should support the project and be in close contact with the project manager. Collings et al. (2019) even argue for criticality and learning agility, which allow for considering various positions, discussing openly problematic issues, tuning pilot initiatives, and considering stakeholders' expectations with timely involvement. In their survey, PWC (2023) used a global workforce as a core trend.

That means more cross-cultural teams, various communicational channels, hybrid structures, and changing project teams - everything that supports a collaborative climate, open sharing, and independence of personalities. However, some factors influence individual behaviour – financial instability and unpredicted insecurity: less change acceptance, less usage of new features, no innovation perception, and zero economic output. With the active use of robotization, automatization, and standardization, especially artificial intelligence and intelligent business data, there should be additional involvement to shift the mindset from threats and risk analysis to opportunity and benefit visualization.

The theme of collaboration between humans and machines remains the focus of many reports and insights from the World Economic Forum (2023-2024). For instance, impacts in the long-term and short-term, right to use technology and

duration of shifting from one to another, new functionalities, transferable knowledge from other industries and projects, new capabilities, and a broad spectrum of new possibilities. Even more, we are considering not only automatization but also augmented reality. With such a new reality, there is a place for new motivational programs, meaningful criteria, high-level evaluation, and quick improvements, as in Table 2.12.

Table. 2.12 People vs Technology

	<b>Low</b>	<b>High</b>
<b>Automatization</b>	Personal interview Co-ordinational activity Solving complex tasks Strategic initiatives	Controlling budgets Invoices Analytics Logical analysis Surveys
<b>Augmentation</b>		Performance evaluation Working with information Training Regulations checking

Source: WEF

As per the conducted research, there are the following activities:

- ABCD portfolio of current customers and personal contact with A-customers (10) to conduct personal interviews on the top level and with the participation of the responsible manager. For B and C customers, each sales manager should prepare a report with the results of previous periods and plans for the next.
- Project managers should conduct retrospective meetings to assess previous projects and gather opinions about the direction for improvements and the participation of team members in these improvements.
- Financial managers should prepare profit and loss analyses when projects run with overcosts of more than 20% and under costs. For each case, it is

necessary to prepare better information about reasons and solutions for resolving similar issues.

- The HR manager should prepare a list of over-performers and under-performers. With over-performers, the HR manager should prepare a 3-year personal development plan and agree on necessary budgets for the following periods.
- The Business Development Manager should conduct a primary market review, prepare a SWOT analysis, and present results to the board separately for products that outperform competitors and underperform in the market.
- The marketing team should prepare the overall review of the main acquisition channels and present the sales return from each channel to the board.
- The product team should prepare a technical report about the current portfolio's pros and cons of products and services.
- With the communication of results during the weekend session and within one week, each company member should prepare an action plan with initiatives to increase sales, get new customers, develop new products and services, and increase financial and company value.
- Afterwards, the project department should prepare a list of projects based on proposals and present project plans next weekend to brainstorm ideas, improve project plans, and structure the project pipeline at the department and company levels, with the necessity of new hires.
- HR managers should prepare and define the company mission, vision, and values with shareholders and management for this year and the next 5 years.
- New regional managers should prepare plans for increased market sales and agree on shared resources and final targets with the board.

- The third non-public strategic session should discuss the investment plan as annual consolidated with profits and losses. Based on the results, there is one pilot project to be chosen with a cross-functional global team with top performers from each unit (project manager, product manager, regional lead, with the right to allocate for their need up to 3 employees and with the right for overbudgets within one year). Project results with agreements before starting the project; in case of a list of changes, a project must be re-agreed and resources re-allocated. HR managers support projects by allocating resources and communicating at various levels based on action plans.
- Finally, the company presents itself in two directions: project-based with one project and current departments with new regional managers. To keep the current team and a high level of collaboration, new project members should find replacements for their integrated previous tasks in the new project program. The HR manager should also nominate a Scrum master responsible for implementing agile practices and learning agility step-by-step.

After an annual period, the project team presents the results of their project, and in case of successful execution, team members have the right to start their project in any country with necessary investments, support and promotion as CEO of the new branch. This plan allows the company to keep the current share of the market, open new opportunities, and increase the top performers' chances to accelerate their personal, financial, and career targets. However, only internal sourcing, as best from the best, accelerates growth and establishes the company locally and globally with an official commercial presence. In addition, it is an opportunity for high-performers to establish a new level of trust between each other while dealing with everyday tasks.

## **CHAPTER 3. A/B TESTING FOR GLOBAL EXPANSION AND SCALABILITY WITH HR INITIATIVES IN NEW BUSINESS MODEL**

### **3.1. Major initiatives, measurable instruments, and implementation process**

The purpose of this bachelor's work delves into the crucial issues of human resource management. Through a comprehensive comparative study, we have harnessed robust information from diverse sources and research areas, transcending the boundaries of industry, time, and geography to identify the following determinants of influence that hold a pivotal role, committed to the significance of our findings.

First, sound sales growth is present in companies (20%) from the Fortune Global 500 list, with an average sales per employee at one million euros. The collaborative approach as vendors from some of these companies makes us consider them partners instead of competitors. And absolutely, it brings sureness that the industry is alive and growing.

As problematic from the first perspective, such industry-relevant statistics make it harder to approve additional full-time employees as new hires. Monitoring daily, weekly, and monthly dynamics with reliable reports and forecasts, evaluating only the financial ratio as sales per employee, seems to be not adopted to agile speed and the purpose of measurement – ongoing improvement. For this purpose and with a detailed investigation of recent innovations and impacts, strategic initiatives, technological and ESG (economic, social, government) disruptions, and agile benefits with newly incorporated norms, there is a proposal to switch from the measurement of an overall financial ratio (sales per employee and profit per employee) to value-driven approach, interconnected on three pillars: strategic vision (including OKR objectives), return on investment (including sales per segment, per product/ service, per project, gains in better efficiency and company strength with new initiatives, new sales), business efficiency (including R&D with cost-profit

valuations, customer service with resolved cases, data team with risk control, sales & marketing with returns from sales campaigns and lead-generation, finance with positive working capital, HRs with loyal employees and management with satisfied shareholders, project management with successfully executed projects, product managers with innovative benefits and leading position on the market, scrum master with new standards, transformational lead with overall assessment, resource management and control functionality)

We have assessed the proposed metrics with the balanced scorecard approach by Kaplan and Norton (Drury,2021), a future-focused tool. In the frame of suggestions, this instrument lies in our perspective: strategic mission with strategic mapping and cause-result effects, long-term gains, and success factors with measures. It allows to justify progress toward specific targets in measurement language, determine and allocate appropriate costs, profits and sales with particular project decisions, evaluate constraints, implement internal training and team strategic sessions, quantify processes with inputs and outputs, control and differentiate responsibility levels, use relevant data with analytical team and visualise performance with decision opinions, enabling and proactive promote a growth mindset with a differentiation strategy, that helps to strengthen market position, optimise unique product portfolio for specific customers segments, improve supplier relationships and gain even better strategic advantages.

The above measurement technology motivates being technologically friendly (quicker data for reports), focusing on progress and goal-setting, supporting positive social impact and continuing endless opportunities in VUCA-Prime (vision, understanding, clarity, adaptability).

Noteworthy that acting in a framework of the primary purpose of this research, as the HR role in the forefront of agile implementation with a pilot project, current project targets in the form of assessment of the vague departmental drivers and high-

productive performance within a test phase has already convinced shareholders to implement agile instrumentals and assess their launch in a pilot with a successful commitment to the global competitiveness, fortification of strength and development of opportunities, implementing new standards and surpassing the initiation phase for new projects.

With a human-centric mindset and principles of the Agile Manifesto, we are advocating a soft power approach instead of prudent policies, although there are still many bureaucratic issues and documentation requirements. By managing flexibility with iteration cycles and high-power software, such broad functionality perfectly adapts to company needs and long-term growth. By understanding interdependency, sustaining psychological safety, and having an open-for-ideas climate while evaluating progress toward targets, the soft assessment would help stay within a frame of numbers and progress and support a positive working atmosphere with the following:

- assess numbers, actions, and progress, but don't judge people personally
- taking into account causes and a few options for improvements
- use reasonable quality and balance between speed, quality and cost
- apply cost-benefit assessment while considering the relevance of samples
- managing the data process and putting 100% conformity with requirements at the head
- include only measurable results significant to particular objectives and limit such package to 3-5 criteria
- organize an adaptive and dynamic system where ideas and opinions matter, learning is attractive, the approach is personalised, and each member is valuable to the team.

We have linked critical success factors with measurable parameters, prepared discussible targets and focused on the best abilities of our team by using some suggestions by Wylie from Chartered Management Institute (2023) to strengthen concepts of inclusivity and customer-centricity, implementing thinking about unsatisfied desires to work under the principles that “if we deliver value to our customers, we see value – in more sales, higher loyalty, and higher margins.” As an organisation with business excellence, a sustainable future, and a high level of organisational capabilities by embracing new trends and leveraging on opportunities, as shown in Table 3.1.

Table. 3.1 Key objectives and performance metrics

<b>Key objective 1 Sales increase by 20% annually</b>		
Assessment criteria 1	Assessment criteria 2	Assessment criteria 3
Performance Metrics for Sales	Performance Metrics for Customer Service	Performance Metrics for Operation
<ol style="list-style-type: none"> <li>1. Sales increase with new Customers</li> <li>2. Sales increase with current loyal customers</li> <li>3. Sales increase with new products</li> <li>4. Sales increase with new solutions</li> <li>5. Lead campaigns</li> <li>6. Gains with new software</li> </ol>	<ol style="list-style-type: none"> <li>1. Registration of issues / Desires / Proposals and overall response time</li> <li>2. Issues / Desires solved / re-addressed internally /answered/solved.</li> <li>3. Feedback registered</li> <li>4. Customised cases for markets/industries/ segments</li> </ol>	<ol style="list-style-type: none"> <li>1. Increase quantity</li> <li>2. Implement KPI controlling metrics (in completeness, on time, according to project task)</li> <li>3. Increase quality and efficiency by implementing innovative initiatives, actively using new software, and automating tasks.</li> </ol>

Source: Compiled by author from case studies, interim report, quantitative research

Having talents in an organisation and joint development is a fantastic opportunity to maintain short- and long-term health and expand growth. Therefore, we also gathered an extra list of indicators to add in later review sessions for four structural elements according to the Balance scorecard methodology. Such an approach has



attracted some more shareholders and investors. Expenditures in new technology, projects, innovations, optimisations, employees and management – are strategic investments with future gains and optimistic payback periods.

In addition, we expect a broadening experience, sound success, and a stimulating and motivating working atmosphere, as in Table 3.2.

Table. 3.2 Balance scorecard metrics overview

Financial (shareholder) perspective	Customer perspective	Internal perspective	Innovation and learning perspective
increased profits sales growth better return on investment	new customer acquisition customer retention rate project extensions customer satisfaction	optimised core competencies less bottlenecks reduction in paperwork better employee loyalty	new product development continuous improvement employee development
cash flow cost reduction economic value added gross margins profitability return on capital return on equity return on investments return on sales revenue growth working capital total profit total sales risk measures	market share customer service, customer satisfaction number of new/retained/lost customers customer profitability number of complaints delivery times, quality performance response time	efficiency improvements development/lead/cycle times reduced unit costs reduced waste amount of recycled waste improved sourcing improved supplier delivery better employee loyalty and satisfaction internal audit criteria number of employee suggestions sales per employee, staff turnover.	number of new products and their percentage in sales number of employees receiving training training hours per employee number of strategic skills acquired, alignment of personal goals with the Scorecard criteria.

Source: Compiled by author from CMI and Drury

There is a second determinant of influence - technological acceleration and investment support. This part is the most controversial area in research.

With a relevant assessment of market proposals, new roles and functionality of super-users have emerged above the country frontier, proving our hypothesis that

projects are impossible without proper equipment, database centres, artificial solutions and support campaigns for implementing new software.

Technological changes are going far above the cost-cutting approach, and therefore, a reserved budget is vital for successful implementation. The benefits and costs are the challenges of switching from one software to another, as well as the transitional period and ongoing modifications during the transitional phase. Apart from recognisable benefits, the crucial task is putting technological advancement at the forefront of human control, tuning it for human preferences, the company needs and strategic objectives, scaling tests internally and externally, multiplying gained benefits with more automation and tuning processes, and scalable best integrative cases with proactive competitive forces.

These are the most essential areas HR management needs to consider in advance and evolve relevant business processes to stay competitive in the digital era. In the centre is new technological software, a dedicated budget for a transitional period (within one year), and an agreed ROI (return of investment) indicator - three to one (one part – for shareholders, one – for company, one – for project team). That means the company expects a three-dollar return on each invested dollar within one year.

The strategic initiatives to reach such ambitious targets include increasing market share by 20 % by gaining new customers, launching new directions with current customers, a slight price increase or a significant volume increase. With HR support in project management and guiding common corporate principles with ambitious ideas, the number one position in the market is a motivational concept. In addition, the employability concept combines tasks for level-up employees within the Maslow pyramid by satisfying the needs at and above today's level with hard & soft skills development, as shown in Figure 3.1.

Although critical thinking as the cognitive ability to apply information, secure proper decision-making and rely on relevant sources are among the top skills in

recent years, as per Danao from Forbes (2024) and WEF (2020), it has taken a new form as agile critical thinking due to possibilities of adding changes if necessary on each step as “assessing the situation, considering the evidence, taking actions”, as proposed by Kreitzberg in 2013 and has developed with idea around accurate timing for decision-making by HBR (2022). With new support from WEF in 2023 toward “analytical thinking, technological literacy, self-efficacy with flexibility, resilience and agility, talent management”, it takes by author's opinion the new concept of “critical ignoring in the boundless world”, which means proper selection of inquiry information, but still being critical and not rely only on past expertise and experience. Critical thinking today converts the world's complexity on “scale, importance and urgency of the challenge, accountability of managers with sponsoring change and organisational gravity”, shift from “output to outcome-related mindset” with OKR as by Gillespie and Mitchell (2023) from Scrum and higher hierarchy of needs from CMI (2023) with included “intrinsic value” and ideas ranking.

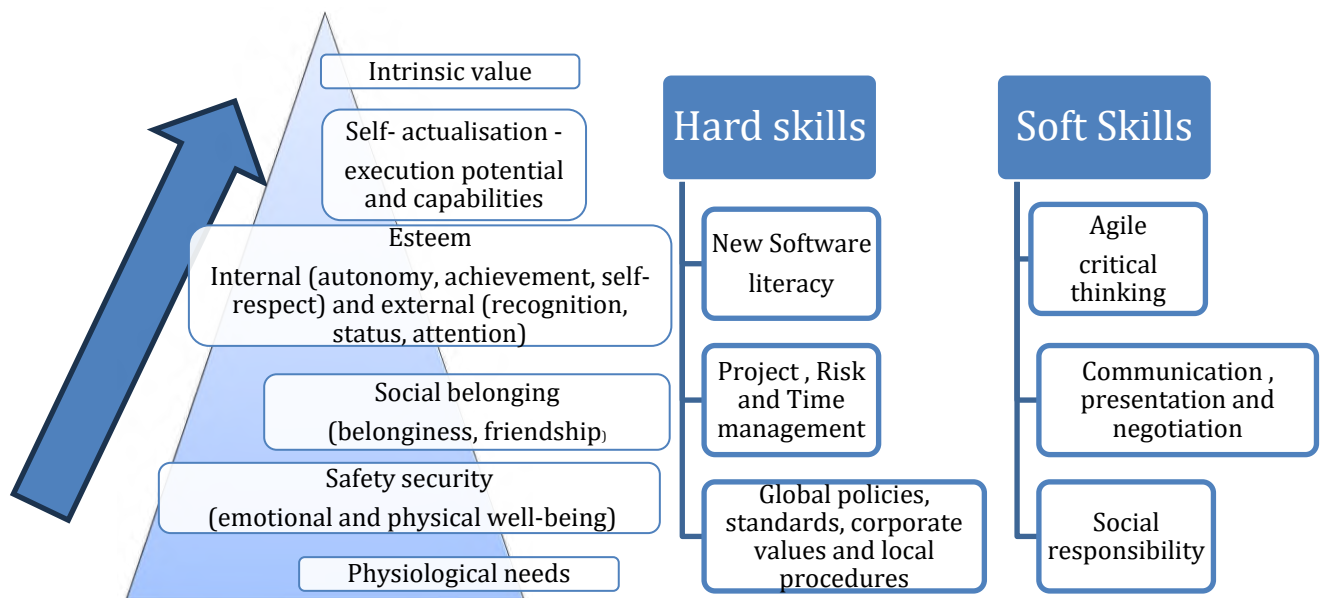


Figure 3.1 Employability Concept. Compiled by the author from CMI, Forbes, WEF, and Scrum.

Considering social responsibility, we propose implementing the Bank of Open Projects, with each employee, on a vulnerability basis, able to take responsibility for their project (shared responsibility is possible) or agree on their project initiative within a company's strategic initiatives. Project owners and project sponsors should decide if additional budget and resources are required. Additionally, to further ensure employees' decision-making involvement, we propose agreeing to a financial premium as an additional quarter salary for the best two projects, based on a review of external and internal members. Corporate values should be memorable in the physical and digital spaces and reviewed in hard skills. We suspect that the visual positioning of a few statements as separate elements allows us to strengthen brand identity and bring to the public some strategic initiatives from an active working portfolio and development initiatives as distinctive features.

The third determinant of influence is presence in the global arena with global and local interconnectivity, collaborative solutions and strong brands. For any company doing business globally – it is a challenging opportunity. With the first start of projects on some core domestic markets, DEVELUX has already passed the initial stage of brand unawareness and new market unfamiliarity. It has converted its position from a domestic to a global player. However, it is worth mentioning that doing business globally and establishing expansion is relevant to specific markets. Participating in the competition and winning the rivalry are also different things. We could have a solid company brand with a leading position in one country and another presence in other markets. The cost of products, pricing, decision-making process, local preferences, global respect, competitive strategy, sales and project management have their specifics.

From this position, there is an overview of global sales strength with the following information:

- Country, number of employees, company presence (with a legal entity and commercial presence, as a branch without decision-making authority (non-commercial functionality), business and related activity (business trips and limited functionality), indirect presence (development via partners)).
- Core competitive advantages and the most distinctive features in the current country, 2-3 global strengths that help to develop in the local country, leading customers, suppliers, projects (for now and for the near future), financial indicators ( sales, profits, average ROI), for now, and for the future.
- The most prominent challenges from the past periods and future expectations are connecting the PEST overview (political, economic, and social trends) with relevant 2-3 indicators specifically to the company development with recent activities and projects that bring the most extensive returns.
- Joint projects with other subsidiaries and leading competitors, in which areas they perform better, and in which position is worth. In addition, the weakest and the most decisive players (with classification per product), list of strengths, list of opportunities, analytical evaluation of progress toward objectives, significant initiatives that allow one to perform in a particular market better, the most significant wants from customers and the overall perspective of their implementation in the future, amount of investments and grade of support required.

The DEVELUX has operations, a presence in more than 29 countries, and some truly innovative and pioneering projects. We are talking about taking control over circumstances and sustaining a market-focused culture with a balance between local and global, consistent actions, awareness of strengths and open assumptions leading all together to a formula as a sum of 4C (“customer centrality, company

collaboration, competitive capability and cyclical connection”) proposed by Chartered Management Institute. Also, the company already established a cluster of sales structure with a mature presence in the United States, Ukraine, United Arab Emirates, United Kingdom, Germany, France, Netherlands, Poland, Portugal, and Switzerland. Five regional managers are responsible for sales in specific countries. A range of cross-countries projects are under consideration, which puts the hybrid working model at the forefront of collaborations.

Thinking far above current roles and positions, newly formed organizational groups have a genuinely collaborative spirit. It is like an additional clue that integrates people, ideas, and capital and fulfils desires. The freshly formed informational and human flow fills the company with a new spirit, joint efforts, and a growth mindset. Another direction is in the test phase—temporarily switching employees from one functionality to another, from active sales to customer service, from product manager to project lead, from finance manager to data analyst, or from operational to development role. Such experiential activities have a record in the personal profile and are usually limited to 2-3 hours to keep an eye on core activity. And finally, in addition to middle-term planning, there is a start of weekly one-hour meetings.

Although with internal development, current legal brand protection is in action. As company products are incredibly genuine, contain a lot of disruptive innovations, and have secured data, there is a decision to implement patents and compose a brand umbrella with legal protection. This process takes time and investment, and it would be necessary to use the advantages gained and scale these branded products further with already adapted performance measures and in conformity with reputable standards, as shown in Fig. 3.2. To confirm responsibility for implementation parties agreed to sign development plans with the signature of responsible persons.

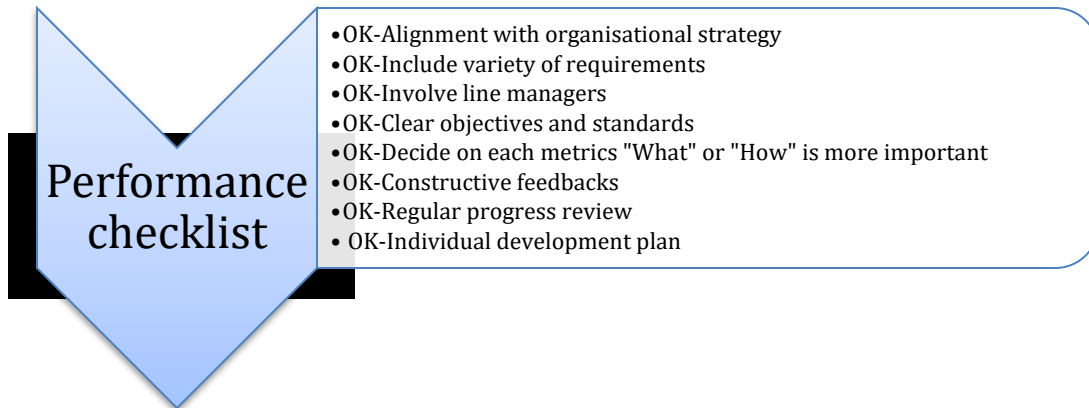


Fig. 3.2 Performance review compiled by author from CMI checklist.

Inclusivity in the workspace, either with a hybrid working model or standard, energises the working environment. According to recent research from the Chartered Management Institute (Dore, 2024), it “embraces and coheres disparate hearts, minds and souls, we learn how to harness a powerful dynamic of engaged and talented people working together and advocate own self-improvement as a response, emphasising personal resilience, communication skills, impact and presence.”

With engaged employees, innovations are easy to implement, and for implementing the agile concept, it is essential to keep a high engagement level in the company to outperform, reinforce growth, facilitate initiatives, and adapt rapidly. In addition, connecting with corporate brands doubles this effect. Our proposal has already launched an internal brand campaign with a weekly informational digest each Thursday about some great news, such as new customers, best cases, suppliers, appointments, corporate events, prominent figures, and new solutions. Using an agile methodology helps to make problems, solutions, and tasks visible. With the Kanban board, project members can see open tasks and pick up free tasks. While scrum masters and HR managers are shared, we reach practically autonomically managing systems.

Due to gut planning, team, project stakeholders and shareholders, there is an excellent case to be proud of. With a few models, sourcing solutions, tech experts,

various capital, and venture interventions, it brings a vast portion of innovation in standard business and, within three months, crosses the border of independency.

In the current bachelor work, many examples of new programs are already experimental and could progress and take new forms. However, it is essential to create an atmosphere from one side of an established IT concern with excellence in results, loyal customers, a long history in market presence, and from another - new strength, power, and integrated agility that both supplement each other.

### **3.2. Project plan, shareholder structure and budget**

The agile concept relies on collaboration, flexibility, self-organising teams, a win-win concept and game changers. Therefore, first, the recording of necessary improvements in marketing and the choice of the DEVELUX branch starts. Second, there are implementations by shareholders such as employee sharing, cross-functional teams and a fixed budget of 3% from new sales as maximum project costs. Second, a new structure for the project support is allocated, as in Fig 3.3, with retrospective politics concerning the most important milestones (usually on quarter – 100-day sprint) agreed upon.

Budgeting is a necessary stage in any project planning. Therefore, with the help of project management methodology, a project charter includes the expected quality (plus 20 % in Sales in a specific branch, 360 grad review from employees and customer loyalty checklist ), project costs (3% from annual sales), and time (one year). The budget includes fixed and variable costs, suppliers, and timing. Excellent benefits bring strategic partners with their high-level network and interest in profit share. Using new modern technologies has created benefits in automatisisation, speeding and tuning up information flows, and supporting integration and innovation. It also allows us to test some mass campaigns and reach targets quickly.



Therefore, strengthening and keeping the technological base is still central to budget costs.

Internal stakeholders contribute a lot to integrating innovative optimisations in marketing activity. The most fantastic thing is that perfectly tuning the change process helps to compose the best-case study to scale similar solutions further. Some project members are on a shared or internal invoicing basis. Therefore, we plan to involve global account managers in the bonus scheme with close, long-term contact with specific suppliers and customers. Also, we consider sales extensions as roadmaps and trade lines that connect solutions and needs.

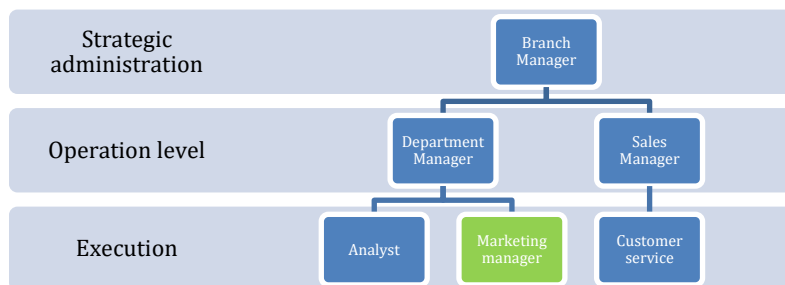


Fig. 3.3 Project shareholder structure. Source: Compiled by the author based on project charter approvals

Overcoming some rigid barriers is a form of new legal norms, speed innovations from competitors, pooling together skills and solutions, gaining 80% results from purchasing with the economy on the scale and selling with differentiation, getting in strategic, technological, and mindset fit, developing trust, support and confidence, helps us simulational increase sales a lot and low some costs, with more profit margins. With ongoing development – a central review point – risk management is a concept of opportunity rather than threat.

For this purpose, we investigate the main factors that influence project results and link them with the possibility that a situation could occur. There are also some internal criteria for accepting project investments. We have implemented the rule of two signs to implement the transparent process in decision-making. It makes it

possible to compare a few options, including a value-added approach to assessment. There is no cash flow discounting, and the approved decision includes future benefits with return on investment, total costs that could occur, and future income streams. ABCD analysis of the current customer portfolio opens some areas for new dialogues and opportunities that were not initially at the forefront of the ideas.

### **3.3. A/B Testing in the marketing department**

The actual A/B testing sprint improved DEVELUX's marketing department's efficiency. The group under the marketing manager includes 16 developers, 8 testers, 5 designers, 3 content writers, 1 SEO specialist, 2 business analysts, and 2 project managers. This test helps us to verify the validity of hypotheses, evaluate the effectiveness of proposed changes, choose the best methodology, and launch updates based on objective data rather than assumptions and intuition. Conducting A/B testing helps us achieve the following:

- Minimize risks and financial losses from implemented changes.
- Find constructive solutions to problems and difficulties faced by the team.
- Improve teamwork and facilitate brainstorming sessions.

First of all, we have divided employees into two groups. Let's call them group A - the waterfall methodology group. Group B tries to work from an agile perspective and decide which methods they want to use: Kanban or Scrum. Kanban supports the presence of several specialized teams. For example, analysts start working first, and then web designers and developers finish the stage. At the same time, there can be a universal team. However, there are no roles as such.

On the other hand, Scrum is an agile methodology with one universal team, including diverse specialists. This team doesn't have formal internal specializations, meaning that an analyst can help a developer with a task, a tester can help a designer, and so on. Scrum has two leading roles: the Scrum Master and the Product Owner.

In our structure, the marketing manager takes on the functionality of the product owner, and the department manager carries the responsibilities of a scrum master.

To discuss the timeline of the A/B testing in more detail, it took 3 months to deploy a Sharelink customer application on a cloud platform. This platform enhances the capabilities of live-streaming encoders, allowing reach more viewers with each stream.

Group A followed a linear, sequential approach, completing each project phase before moving on to the next. This approach took three months to complete and intended to provide a baseline for comparison with Group B. On the other hand, Group B followed Agile methodologies to complete the project in six sprints. Agile methodologies are iterative and flexible, allowing for changes and adjustments throughout the project.

The outcome is evident for each group - a user-friendly web and mobile app. Sharelink customers decide which approach is better for them. Our main goal for Group B is to demonstrate the efficiency of Agile methodologies for the DEVELUX.

We believe that Agile methodologies are more efficient than any other approach, and we hope that Group B's success is proof of that. To begin with, let's discuss the tools used during the project by group B:

- JIRA: To manage the project backlog and requirements and maintain a scrum board with tasks for each sprint.
- Confluence: To store and collaborate on all project documentation.
- Mural: To hold retrospective brainstorming meetings.

The group first created a backlog that included various tasks for each team member, from design to testing. While organizing the backlog, there are recordings of all the information gathered about the product and its requirements. Then, based on the analysis of the collected information, they prepared a list of tasks organized by priority level. Once all the tasks for the entire project time were created, each

team member, consisting of 18 employees in our case, chose the tasks they would take on for the sprint. One sprint lasts for 2 weeks. After that, it was necessary to set the Story Points to determine the complexity of the task. The next step was sprint planning, where the development team, together with the scrum master, planned the scope of work for the upcoming sprint and set the goals. The team have decided what tasks can be done within the sprint. At the end of the meeting, participants understand what can be done in one iteration and how to implement it. Also, a non-temporal part of Agile is the daily short-term meeting, which lasts up to a maximum of 15 minutes. At the beginning of the working day, the team summarizes the work done, exchanges opinions, and clarifies unclear points. Each participant receives their work plan for the period until the next standup. During the standup, all members should include information about what was done yesterday, what is planned to be done today, and what obstacles may arise in their speech.

At the end of the sprint, the whole team reviews and studies the result together. Developers and designers demonstrate the product to stakeholders and shareholders. The product owner determines if the created product can be launched. Based on the review, the owner finalizes the product backlog, which begins planning for the next sprint. The last stage of the sprint is the retrospective. The purpose of a retrospective in Scrum is to draw the team's attention to what worked and what can be tried to improve next time. At the same time, the event is not intended to emphasize mistakes.

Applying Agile methodology to group B's work allowed the team to work cohesively, respond to changes faster, and solve problems. Regular testing and product demonstrations throughout the project ensured a high-quality result. Overall, the Agile methodology demonstrated its effectiveness in group B's work, ensuring cohesive work, high product quality and employee engagement.

At the same time, Group A, using the Waterfall approach, faced severe problems at the final stage, resulting in rework and delays. Due to the lack of ability to make changes to the design in the late stages of development, group A faced problems with the design and further development of the product after completion. The lack of regular product checks and demonstrations throughout the project meant that bugs were only identified at the final stage, requiring significant rework and negatively impacting the quality of the product.

Waterfall methodology does not involve the same degree of employee involvement as Agile. Group A members performed their assigned tasks but had no opportunity to influence the development process and were not as motivated as group B, as recorded in Table 3.1.

Table. 3.1 Project recording: A/B Testing

<b>Feature</b>	<b>Waterfall (Group A)</b>	<b>Agile (Group B)</b>
<b>Methodology</b>	Linear, sequential. Follows a rigid, step-by-step approach where each phase (requirements gathering, design, development, testing, deployment) must be completed before moving to the next.	Utilized an iterative, incremental approach. The project was broken down into smaller, manageable sprints with each sprint delivering a functional piece of the product.
<b>Groupwork</b>	Limited collaboration occurred. Teams functioned in silos, with restricted communication and handoffs between phases.	A collaborative, cross-functional team structure was established. Developers, designers, testers, and other stakeholders worked together throughout the project, fostering a shared understanding of goals and challenges.
<b>Flexibility</b>	Changes to requirements or design after a phase was complete proved difficult and expensive to implement.	Demonstrated significant adaptability. The iterative nature of Agile readily accommodated changes in requirements, market trends, and new information that arose during development.

Table. 3.3 Project recording: A/B Testing (continued)

<b>Project Planning</b>	Relied on detailed upfront planning. A comprehensive understanding of all project requirements at the beginning was required, which proved challenging for a complex project like this.	Utilized ongoing planning and adjustments throughout the project. Initial planning focused on the first sprint, with subsequent sprints planned based on learnings from the previous one. This iterative approach allowed for adapting to changing priorities and market needs.
<b>Testing</b>	Limited testing occurred, primarily at the end of the development phase. Bugs discovered late in the process were costly and time-consuming to fix.	Frequent testing is done throughout the development cycle. Each sprint included testing activities, ensuring bugs were identified and fixed early, improving overall product quality.
<b>Risk Management</b>	A reactive risk management approach was adopted. Issues were addressed as they arose, often leading to delays and rework.	Implementation of proactive risk management. Agile's iterative nature allowed for identifying and mitigating potential risks early in development.
<b>Visibility</b>	Limited product visibility existed until the final stages. Stakeholders had minimal opportunity to provide feedback until the product was nearly complete.	They have enabled early and frequent product visibility through demos. Each sprint concluded with a product demonstration, allowing stakeholders to provide feedback and influence the project's direction.
<b>Employee Engagement</b>	The lower engagement was observed. Team members focused on completing their assigned tasks within their specific silo, with limited ownership of the overall project.	Achieved higher engagement. Agile fostered a culture of collaboration and ownership. Team members actively participated in planning, development, and testing, leading to a greater sense of responsibility and motivation.
<b>Time to Market</b>	Potentially experienced longer time to market due to rework at later stages. Design changes or bug fixes discovered late in the project could significantly delay launch.	Achieved a faster time to market with a potentially lower initial quality. Agile allowed for delivering a functional product to the market earlier, even if it wasn't perfect.
<b>Project Outcome in A/B Testing</b>	Achieved project goals, but encountered delays and rework due to design changes and late-stage bug discovery. The inability to adapt to changes during development resulted in a lower quality product and missed deadlines.	Achieved project goals and delivered a higher quality product with fewer bugs and a faster response to changes. Agile facilitated a more collaborative and adaptable environment, leading to a successful outcome despite potential changes in requirements or market conditions.

Source: Compiled by author

The experiences of Groups B and A clearly illustrate the benefits of the Agile methodology, making it a valuable tool for improving performance, achieving project goals, and creating a high-quality product, which leads to significant improvements in DEVELUX marketing activity with more marketing leads for higher market shares, loyal customers with customer centricity, team collaboration with agile critical thinking, empowered employees, involved talents and technological excellence, what all together bring 20% in sales annually with well-tuning HRM strategy.

## **CONCLUSIONS AND PROPOSAL**

This bachelor's work explored the critical role of Human Resources (HR) in driving business success, particularly within the dynamic environment of an IT outsourcing company, DEVELUX. The DEVELUX is a leading IT consulting and digital services company. The company provides innovation, quality, and speed that customers and users expect. The DEVELUX is a team of technology fans discovering opportunities to improve brands daily and creating modern products with comprehensive coverage of platforms. The company works as a partnership to reach new heights and is rated 9.7 by customer reviews. With DEVELUX technologies, companies get unlimited opportunities for digitalization and automation of their processes all over the globe.

Agile, a contemporary and user-friendly management format, offers solutions to the challenges of traditional project management. Its value is exceptionally high in the creation of innovative projects. Moreover, Agile is an ideal fit for IT technologies, marketing, advertising, and PR. Based on the A/B testing conducted for the DEVELUX company, it is clear that Scrum is the best Agile methodology for the marketing team, making it a perfect match for the DEVELUX company's needs. Among the achievements is maximum freedom in automation through open customization, no-code technologies, and many ready-made solutions for rapid platform expansion. Not only IT specialists but also employees of business units can create their applications and processes on the DEVELUX platform - by custom means, without a single line of code. The A/B-testing project at the DEVELUX was a vivid confirmation of applying Agile methodologies to optimize the marketing department's effectiveness. The contrasting experience of Group A (waterfall) and Group B (Agile) clearly emphasizes the advantages of Agile in achieving project goals, creating a collaborative atmosphere and producing high-quality products.



In conclusion, the main task of the current research is to demonstrate the role of HR management in implementing an agile framework in the company, agreeing on resources, and conducting A/B testing in the marketing department. The core formula for the high involvement of human capital lies in the OKR approach, which defines objectives in connection with business targets and dynamic metrics monitoring. High-level support with budget approval and actual implementation of the motivation system with A/B testing has brought a positive outcome with plenty of new ideas and agile critical thinking.

Overall, the bachelor's work contains nine chapters. The first chapter encourages the formulation of the range of rights and responsibilities for HR management. In addition, as an agent of change with acumen for talent acquisition and development. The second chapter is a technological industry potential overview, emphasising the company's core strengths, valuable insights with future initiatives, and a comprehensive analysis of Develux's business activity with improvements in marketing activity and agile framework. The third chapter is an open discussion and comparison of agile principles and change roadmap. It describes necessary abilities, risks, opportunities and resource allocation. The fourth chapter is about success factors and measurable instruments of talent performance with a well-collaborative workforce. The fifth chapter is a proposal and action plan regarding developing and managing change with HR involvement. The sixth chapter assesses the pros and cons of HR management's impact on well-tuning dedicated projects. The seventh chapter is an overall action plan for extensive growth and high-level dynamics with human capital. The eighth chapter focuses on the benefits from budget planning and approval. Finally, A/B testing includes retrospective recording and agile assessment. The nine findings are success factors and unique features that drive businesses and people with HR management, agile framework and empowered talents.

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