INFORMATIONAL LOGISTICS AS A WAY TO RESPOND TO ARRANGEMENT PROBLEMS CAUSED BY COVID-19

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The ideas of informational logistics to develop corresponding models of informational activity are widely applied by current concepts of organization informational activity management. COVID -19 challenges force the organizations to make changes and transformations to enable their further operation. Such transformations relate to business processes management. The latter means information logistics management based on Informational Technologies and provides the e-workflow efficient system.

This study is grounded on the results of 14-week internship in StarLightMedia (further - SLM). It is the largest media group in Ukraine which includes 6 channels like STB, ICTV, Novy Kanal, M1, M2, Otse TV. As internship was undertaken in the freelance department, the opportunity to comprehend the process of this department operation (or the model of its business processes) gave the chance to analyze the wole working process based on informational logistics approach.

The loss of department work productivity and efficiency was the main challenge. To realize it better a 'tree of challenges' was developed. It shows that the main causes of efficiency losses were the follows: out-of-dated workflow system (contracts and regulations with a various level of maturity are sent to the department; rather often they lack signatures and stamps; the department employee's duties include analyzing specific document, checking the availability of criteria necessary to acknowledge the agreement valid), department reorganization and staff reduction due to pandemic, transition from traditional mode of long-term contracts to freelance agreements and regulations which, in its turn, increase workflow capacity. The consequences of this challenge for the department are like these: overlaborating of remote work mode due to the necessity to deal with paper documentation which is kept in the office, staff stress caused by overloading with excessive documentation flow which is hard to cope with efficiently. Such challenges for the organization will result in issues arisen on identification of recently employed workers, lack of timely payments for their jobs because of disruptions in documents, fall in performance of other departments' work, which also relate to this information.

That is why, system of e-signatures and cybernization of documentation archive has become the best way of project on optimization. Due to pandemic SLM has also transferred the majority of their essential departments work to remote mode via such

utilities and software as Microsoft Office 365 and 1C, as well as introduced the practice of business processes cybernization methodology.

The estimated time of implementing the project: 1 week for studying the specific nature of e-digital signature and opportunities for such format integration into business work; 1 week – for analysis of existing utilities and apps which are relevant at its best to maximally efficient transition from the work with paper documents to the e-documents; 2-3 weeks for purchasing permits for software necessary for work and its installing on the freelance department employees' laptops; 3-5 weeks for holding the improving qualification courses for department employees and educating staff with innovations; 5-8 weeks for trial launch of the e-workflow system and detailed analysis of all potential challenges concerning the system work efficiency; detailed analysis and correcting all faults arisen during implementing process.

Project resources: 5 IT-specialists to seeking and launching utilities and apps as well as quality control, IT-specialist as a executive project manager. Budget of project includes salaries of 6 IT-specialists who will develop the project within 8 weeks and the price of utility or app necessary for project implementation.

Possible risks: inability to integrate the system into organization business process, resistance by staff; systemic failure, bugs in utilities or apps code, technical problems with the system in general.

Among the project advantages of project the following should be mentioned:

- Process acceleration of documentation handling. Instead of paper archiving which takes up hours, the employee is simply sufficient to obtain digital variant of the document with e-signatures of both sides, check and archive this document quickly and qualitatively in the utility or app which has built-in algorithm of a rapid search for a relevant fault;

- Providing the departments employees with the opportunity to transfer to remote work mode;

- Expediting the freelance recruitment process and elimination of potential risks concerning a loss of live paper document;

- Solving the challenges at business level. To cope with that, it is necessary to give access to the workflow system to the employees of freelance department as well as to other departments which handle with regulations, contracts and agreements regarding freelance work (accountant department, HR department, other departments which employ freelances etc.)

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