

## МАРКЕТИНГ

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### CONCEPTUALIZATION OF THE INSTRUMENTARIUM OF THE NET INTERACTION IN THE CONTROL OVER THE SYSTEM OF ADMINISTRATIVE SERVICES PROVISION IN UKRAINE

### КОНЦЕПТУАЛІЗАЦІЯ ІНСТРУМЕНТАРІЮ МЕРЕЖЕВОЇ ВЗАЄМОДІЇ В УПРАВЛІННЯ СИСТЕМОЮ НАДАННЯ АДМІНІСТРАТИВНИХ ПОСЛУГ В УКРАЇНІ

**Urgency of the research.** The purposes of the Concepts [1; 2] define the formation of electronic governance performed on the basis of interaction among state, civil and business sectors, namely, a creation of conditions, which will give an opportunity for citizens to take a participation in the state – governance processes.

**Target setting.** At the same time, the government needs to develop and provide tools that would maximize the involvement of all interested parties to the discussion and processes of adoption of state – governance decision and to the processes aimed at the development of electronic governance.

**Actual scientific researches and issues analysis.** The problematics of modern understanding and conceptualization of models of governance has become a subject of scientific research results of many national scientists, as is an indisputable research interest for understanding of modern domestic governance processes. At different times these issues were considered by such scientists, as: V. Averianov, V. Bakumenko, Y. Kovbasiuk, M. Pasechnyk, Y. Surmin, Y. Sharov, and others.

**Uninvestigated parts of general matters defining.** One of the most important ways to develop and improve the control over the system of administrative services provision in the context of electronization should become a greater openness of the system for the external environment.

**The research objective.** In order to achieve results, it is necessary to take into account all possible organizational difficulties, to overcome them, analyzing and relying on the existing international practices in this area.

**The statement of basic materials.** The article recommends the introduction of technology crowd sourcing into the control over the system of administrative services provision.

A wide range of advantages for the control over the system of administrative services provision due to the usage of Crowd concept.

**Conclusions.** The usage of Crowd concept will become one of the key directions in order to improve the control over the system of administrative services provision in the context of electronization and a legislative response will give an opportunity to increase the quality of adoption of state – governance decisions and to stabilize the level of credibility on the part of citizens towards their government.

**Keywords:** crowd sourcing; service; interaction; system; control.

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**Актуальність теми дослідження.** Цілями Концепцій [1; 2] визначено формування електронного управління, здійснюваного на основі взаємодії державного, громадянського та бізнес-секторів, а саме, створення умов, в яких громадяни можуть брати участь у державно-управлінських процесах.

**Постановка проблеми.** Разом з цим, перед державою стала задача розробки та надання інструментів, що сприяють максимальному залученню всіх зацікавлених сторін до обговорення та процесу прийняття державно-управлінських рішень, а також до процесів, спрямованих на вдосконалення електронного управління.

**Аналіз останніх досліджень і публікацій.** Проблематика сучасного розуміння та концептуалізації моделей управління стала предметом наукових розробок цілої плеяди отечественних учених, оскільки складає безсумнівний дослідницький інтерес для розуміння сучасних вітчизняних управлінських процесів. В разное время до цих питань зверталися В. Аверьянов, В. Бакуменко, Ю. Ковбасюк, М. Пасечник, Ю. Сурмін, Ю. Шаров і др.

**Виділення недосліджених частин загальної проблеми.** Одним з важливих шляхів розвитку та вдосконалення управління системою надання адміністративних послуг в умовах електронізації повинна стати велика відкритість системи для зовнішнього середовища.

**Постановка завдання.** Для досягнення результатів необхідно враховувати ймовірні організаційні складності, подолати їх, аналізувати і спираючись на існуючі міжнародні практики в цій сфері.

**Виклад основного матеріалу.** У статті рекомендується впровадження технології краудсорсингу в управління системою надання адміністративних послуг.

розкривається широкий спектр переваг для управління системою надання адміністративних послуг в результаті застосування Краудконцепції.

**Висновки.** Використання Краудконцепції стане одним з ключових напрямків вдосконалення управління системою надання адміністративних послуг в умовах електронізації.

**Ключові слова:** краудсорсинг; послуга; взаємодія; система; управління.

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**Urgency of the research.** The increase of the role of electronization made the Ukrainian government to adopt a Concept of development of system of electronic services in Ukraine [1] and a Concept of development of the e-governance in Ukraine [2]. The purposes of the Concepts define the formation of electronic governance performed on the basis of interaction among state, civil and business sectors, namely, the provision of not only the conditions for the integrated usage of all types of state information, free access to it for citizens, improvement of the activity efficiency of the government authorities, but also a creation of conditions, which will give an opportunity for citizens to take a participation in the state – governance processes.

**Target setting.** At the same time, the government needs to develop and provide tools that would maximize the involvement of all interested parties to the discussion and processes of adoption of state – governance decision by government authorities and to the processes aimed at the development of electronic governance. Participation tools should ensure that citizens' priorities are taken into account and strengthen their abilities to come up with proposals for the development of certain programs of electronization policy.

**Actual scientific researches and issues analysis.** The problematics of modern understanding and conceptualization of models of state governance has become a subject of scientific research results of many national scientists, as the promising progress is an indisputable research interest for understanding of modern domestic governance processes. At different times these issues were considered by such scientists, as: V. Averianov, V. Bakumenko, A. Bereza, V. Bodrov, Y. Kovbasiuk, A. Kolodiy, I. Kresina, A. Obolenskyi, M. Pasechnyk, V. Rebkalo, I. Rozputenko, Y. Surmin, V. Troshchinskyi, Y. Sharov, and others.

**Uninvestigated parts of general matters defining.** One of the most important ways to develop and improve the control over the system of administrative services provision in the context of electronization should become a greater openness of the system for the external environment.

**The research objective.** In order to achieve results, it is necessary to take into account all possible organizational difficulties, to overcome them, analyzing and relying on the existing international practices in this area.

**Statement of basic materials.** In order to achieve the assigned goals, the author offers to introduce the electronic tools for citizens' participation aimed at activation of citizens' positions during the interaction with state and business sectors on the basis of application of Concept for the introduction of crowd technologies (hereinafter, - Crowd concept). In author's opinion, crowd technologies are exactly the thing that is required, as in the framework of electronic governance over the system of administrative services provision they offer great opportunities for development of governance processes and achievement of better results. It has been considered in the national science for the first time.

The introduction of crowd technologies in the control over the system of administrative services provision should be performed systematically, purposefully and it should be based on the following basic principles:

- «involvement» – the participants of project are motivated by a personal interest in the results of the project;
- «openness» – being in a constant interaction with the external environment and its expansion;
- «voluntary participation» – a desire and possibility to help each other

According to the well-known journalist M. Giles, the usage of crowd technologies is completely and successfully based on the usage of social nets in the information – oriented society. He considers that «...individual intellect is always supported by collective mind» [3, p. 13]. In point of fact, due to the access to social networks, a crowd technology has a range of advantages of socializing nature that are following:

- the possibility to spread information as quickly as it is possible;
- to perform the efficient control over information;

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- to identify better the participants of project for more precise analytics and formation of additional conclusions on its basis for certain target groups of participants, the issues of their concern and those issues that are of their top interest;
- convenience of participation and simplicity of motivation for socially useful activity, for which implementation there are no any requirements to pass difficult procedural activities;
- search and formation of the initial budget for different projects under the support of collective investors.

The abovementioned leads to a shift of the real public sector to the active electronic community.

The crucial role of social networks as a result of certain human activity is also indicated by J. Howe: «If the crowd sourcing is connected with the Internet, its main essence is not in the usage of modern technology. A technology in itself is a bunch of wires... There are things that much more important and interesting, for example, the actions of people that were revealed due to this technology, in particular, the ability of the Internet to unite many people into the single entity with endless opportunities. The development of the Network allows us to take advantage of the best quality of human labor that has been known long time before the advent of the Internet: the ability to break the overwhelming task .... into rather small clear steps and, thereby, make the work not only reasonably practical, but also rather exciting» [4].

However, it is worth noting that the crowd technologies integrate intellectual resources, and the social networks through which they function, greatly simplify the process of integration of the various resources of many people. Thus, the authors of the book «Wikinomics. How mass collaboration changes everything» D. Tapscott and. A. Williams emphasize: «The availability of information technologies has been increasing, providing the tools of collaboration, creation of values and competition for almost everyone. It gives people the opportunity to participate in the process of innovations and in the process of values creation in each area of economics without any limits» [5].

The control over the system of administrative services provision is based on the information flows that are basis for adoption of governance decisions in the system. The information flows mean information provided in any form or on any device and that has a significance potential for the system. The aggregate of information flows require a proper application of technologies, methods, methods of collection and processing of information, its prompt and proper provision for the efficient functioning of the system. The control over information flows consists of certain consecutive processes with a usage of different technologies, practical measures that have an object – oriented influence on the control over the system of administrative services provision. In terms of its importance, the data base organization and management of the system should be considered on an equal basis with such resources as: financial, personnel, legal and regulatory and other, as the provision of system with a reliable and proper information is a key for adoption of correct decisions in the process of governance.

Obviously, the system of government authorities is a key subject of state control over the system of administrative services provision that should perform coordinating and organizing role in the processes of usage of Crowd concept during the governance. The government authorities in comparison with civil or business sector have a wide range of powers in this area that are being implemented through state governance. The system of state governance should define the conditions for introduction of crowd technologies into the control over the system of administrative services provision and to ensure their functioning for prompt and adequate response to internal and external challenges. Thereby, the interaction between subjects of provision and involved society for formation and implementation of crowd technologies in the «output» is a key factor for improvement of the control over the system of administrative services provision.

It is worth noting that as a result of the introduction of crowd technologies, the potential of the system of administrative services provision is not only limited by resources of the subjects of provision, the system involves the subjects of appeal and all interested individuals into the governance process. They all together represent the system in itself, which activity is reflected through crowd project.

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That is why a crowd project is subject to be considered as a system with a set of interrelated components that allow achieving the following purposes:

1) The customer and the initiator of the crowd projects are often represented by the same person, but there are situations, when they may differ. A customer – is a component of system, which main task is to define the problematic issues that should be settled with the help of crowd technologies. As a rule, the facilitating agents of crowd platform or consulting agents in this area help in the process of tasking formation. The initiator of crowd project can refer to the existing platform or to create a new one;

2) The online – medium or crowd platform is a component of crowd system, where online community faces the customer's tasks. The main tasks of the crowd platforms are:

- setting of standards and rules of participation in the projects;
- attraction of the target audience for projects;
- public declaration of the project results;
- actions as a guarantor between the customer and community.

The success of the platform depends on the ease of usage, clearness, justice, honesty, transparency, technological and methodological support. Crowd platforms are supported by providers, which possess a high skill and experience level in the organization of projects, who are guarantors of the project result and who are able to carry out a series of crowd projects for the customer;

3) The necessary elements are facilitators and moderators, whose functional positions are to ensure and support the compliance with rules and standards for control over the project process. These elements are on the neutral side and they turn the process to the productive «channel».

Nowadays, the leading International Association of Facilitators [6], which has been operating since 1989, consists of more than 1200 members from 63 countries;

4) The element, which absence makes impossible to create a crowd project is a target audience (crowd sourcers). It is completely defined during the crowd project and it depends on the tasks that are being settled during the crowd project. The importance of target audience is undeniable and its proper attraction also determines the efficiency of the project. In the crowd project, the system of administrative services provision may have the following crowd sourcers:

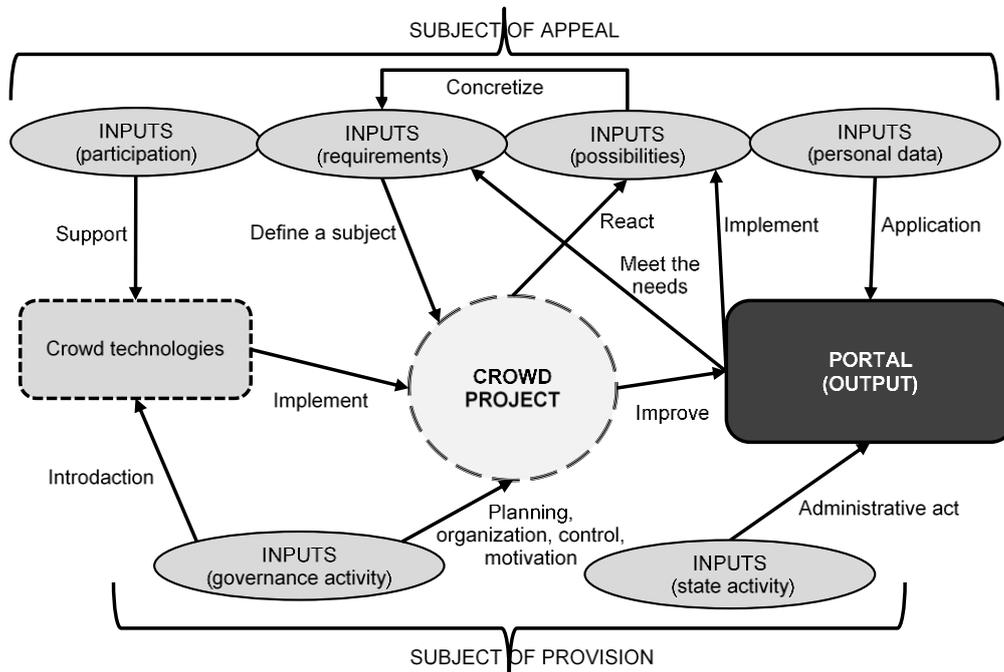
- the subjects of appeal of administrative services, who have the best knowledge of drawbacks, inefficiency, inconvenience and etc. in the operation of the system of administrative services provision;
- state officials of the government authorities, who possess the certain knowledge, experience and information and who are interested in certain changes;
- various counterparties of the system of administrative services provision;
- freelancers;
- socially active Internet users.

Thus, the usage of Crowd concept means that the system of administrative services provision should have more open interaction between professionals, experts both in the field of governance and in the area of development of the relevant software. It actualizes in-depth coverage of the role and place of crowd technologies and crowd project in the system, the conditions for their effective implementation, adaptation and development during the control over the system of administrative services provision.

On the basis of abovementioned, the author offered a logic and semantic model of the role and place of crowd technologies and crowd project in the subject-to-subject relations during the control over the system of administrative services provision, is shown in Pic. 1.

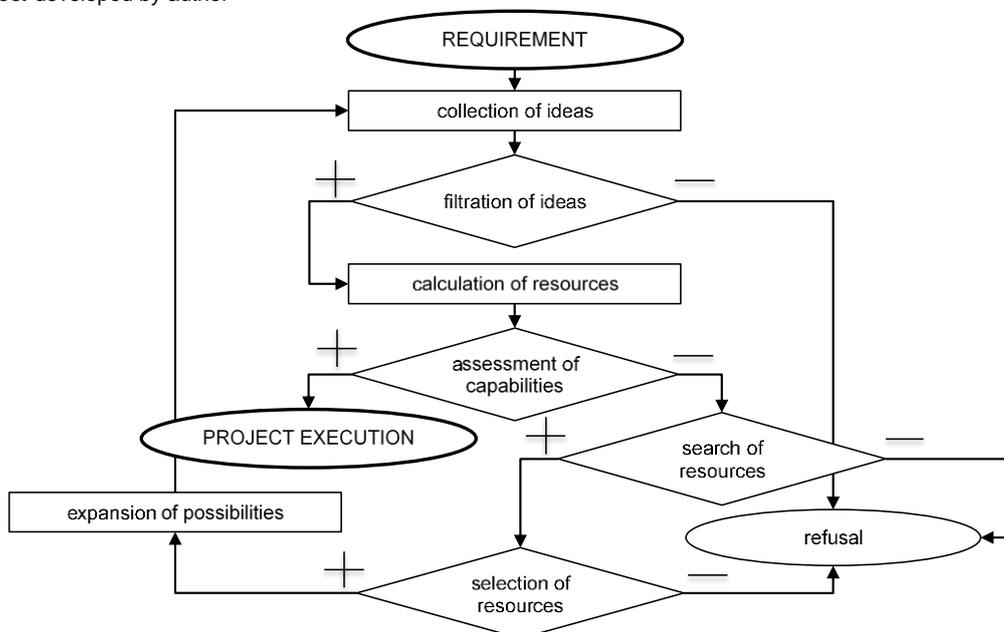
In its turn, the management of crowd project requires a process approach. Without deep consideration and justification of the advantages of such approach that are transparency, integration, flexibility and agility, we deem it expedient to consider the process of its implementation in the control over crowd project, is shown in Pic. 2.

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**Pic. 1. Model of subject – to – subject relations during the control over the system of administrative services provision**

Source: developed by author



**Pic. 2. Algorithm for the process of control over crowd project**

Source: developed by author

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Taking into consideration the dynamic nature of the existing processes in the information – oriented society, the subjects of appeal will always have new requirements to the control over the system of administrative services provision. Nowadays, under current conditions, any subject of appeal can formulate and submit for public discussion his/her requirements regarding the control over the system. For this, the subject of appeal needs to express his/her requirements through the idea for crowd project.

The origin process of any idea has rather unpredictable nature. The primary sources of the idea in order to improve the control over the system of administrative services provision are subjects of appeal and subjects of provision. In point of fact, only a subject of appeal can estimate the quality of system operation after passing the whole process of administrative service receipt. On the other hand, only a state official, who performs his functions on a day-to-day basis and who implements the whole process of services provision, is aware of those areas that should be rationalized or optimized. For both subjects, the origin process of the ideas has a natural character and it is supported by a solid motivation for their origin.

The next stage is a formation of the team, which will be directly engaged in the objective achievement. The achievements of certain objectives require a proper provision of resources, in particular, informational that is an integral part of the management. In the context of net electronic interaction, the crowd project execution is not limited by the possibilities of subjects of the system. A crowd project gives an opportunity to the system of administrative services provision to overcome the limits of subject – to – subject relations stipulated by legislation and to involve all interested individuals, alternately stated, stakeholders, in the processes of interaction.

In this way, the crowd project allows expanding the origin sources of ideas, firstly, due to the involvement of separate individuals that are not related to the system of administrative services provision, but who would like to help the Ukrainian society; secondly, – during the search of resources for implementation of one task, there can appear additional ideas from the society that is not still involved in the crowd project. The process of idea implementation that, at the end, would be able to meet the requirements, needs the attention of experts in various fields of activity, thus, in this situation we cannot apply all tools of involvement.

As a rule, in order to search and to filter ideas, there is being used a proved instrumentarium, such as advertisements or postal mailing with appeals to generate ideas in order to resolve the stipulated tasks. Besides, it is necessary:

- to install on your site a crowd platform widget with a link to the project;
- to popularize the project in the social nets;
- to add information about the project directly to the description and graphic design of groups in the social nets;
- to announce crowd project regularly in the posts, using surveys, competitions, demotivators, topics on the forum, etc.;
- to prepare photo- and video reports about the process of idea implementation;
- to use mass media regarding the matter that would be nice to demonstrate in the framework of crowd project;
- to announce the project before concerts, presentations, exhibitions;
- to use handout materials (leaflets, promo commercials and etc.)

One of the most efficient tools is to place the crowd project on the specialized portal for collection of ideas. The most efficient variant for the system of administrative services provision is to place a crowd project on the target portal that is a system's heart in the context of electronization.

Anyway, all people, who take participation in the crowd project, regardless of the initial content and their functional duties within the system, acquire new characteristics, for example, the subject of appeal is a stakeholder, a state official is a prosumer or a subject of appeal is a prosumer, and they should be united under a single term – crowd sourcers. Whereby, the members of the crowd project should possess the following qualities:

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- the ability to formulate the up-to-date idea for society that would attract them to the process of co-creation and co-production in the direction that is necessary to improve the system;
- the ability not only to involve the society in the process, but also to formulate for them a certain range of tasks to achieve the goal;
- the ability to show the efficiency in practice in order to strengthen the motivation of society for further participation in the governance processes and improvement of control over the system.

The next stages will be collection and selection of the best ideas from the offered variants for their further implementation. After filtering the ideas, in case of non-conformity of the stated task with obtained results, a crowd sourcer takes a decision about the inexpediency to continue the project.

Moreover, after the formalization of requirements as an idea, it is necessary to calculate and estimate the resources required for its implementation: labor, information and entrepreneurial abilities. In other words, the co-operative efforts of crowd sourcers make it possible to implement ideas. In its turn, the existence of certain level of capabilities clarifies the requirements for a certain idea and serves as a basis in order to define a subject of crowd project.

In the initial phase, the requirements outline the subject of the potential project, in other words, they concretize a key idea of the changes. Any idea is subject to be clarified regarding the possibility of its implementation. The input of opportunities should be considered firstly as a legal and regulatory possibility to implement the idea. The absence of contradictions with the current legislation will significantly simplify a further consideration of the idea and its implementation. Secondly, a technical and technological possibility to implement the offered idea should be also defined more precisely. Thus, the possibilities clarify the requirements to the subject of crowd project that gives an opportunity to meet the arisen demand.

Regarding the motivation as a factor that impacts the activity of crowd sourcers and regarding the aspiration to help the government, it is necessary to develop standard or plan for the management and implementation of their activity. The estimation of possibilities (resources) to implement the idea may have two meanings:

a) there are enough opportunities – and the crowd sourcers start the process of crowd project implementation;

b) otherwise, the crowd sourcers are forced to look for additional opportunities or to renounce an idea.

Before the looking for additional options, the crowd sourcers define their requirements and pursuant to these requirements, they perform a new search. In this situation, it is worth taking into account that the additional repetition of any of the stages means, on top of all of this, more time that may be also limited. If time resource allows performing the repeated stage of collection, filtration, calculation of resources and estimation of possibilities, the cycle is being restarted.

However, during the search of additional resources, even more people, who are potential crowd sourcers, find out about it. The emergence of additional opportunities produces the origin of new ideas that may significantly influence the process of project, hence, after the search of the latest and additional resources, the idea is subject to be reconsidered, and the possibilities should be recalculated and reevaluated.

Such algorithm of actions takes place till the defined tasks are possible to be implemented in the context of existing possibilities. After that, the crowd sourcers launch a project.

The expected results after the usage of Crowd concept that reveals to the subjects of the system of administrative services provision a wide range of opportunities to develop the process of control are:

1. A formation of intellectual resources: search, recruitment, selection of temporary and permanent staff. It can be used for creation of high-potential employees' pool that consists of specialists and experts. The principle of operation is based on the proper organization of tracking and measurement of the activity and competence of crowd sourcers, who offer the best ideas, or who show a high degree of motivation.

2. A study of international trends and development strategies. A receipt of content and products of creative nature (interface, copyright, texts for advertisements and etc.)

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3. A study of the opinions of the subjects of appeal through search, collection and analysis of offers that would improve the control over the system of administrative services provision.

4. The adjustment of the development strategy of the system of administrative services provision, with due regard to offers and wishes of the subjects of appeal that will give an opportunity to develop the most promising directions. The development strategy of the system of administrative services provision should be implemented in the context of continuous collection of ideas and offers of the subjects of provision and their implementation.

5. A testing of information and technological infrastructure that ensures a functioning of the system of administrative services provision.

6. A search and settlement of organizational issues of the process of administrative services provision through performance of internal crowd projects. In the process of own development and accumulation of experience by crowd sourcers, the system of provision acquires its unique experience of successful and efficient settlement of arising organizational problematic issues, development of latest and optimization of existing processes. The control over the system of administrative services provision is based on the implementation of specific formalized processes of administrative services provision that are difficult to improve and adjust to the current state. The crowd technologies give the following opportunities to the subjects of provision:

- to acquire and capitalize their experience in the context of settlement of organizational problematic issues;

- to develop new and to optimize the existing processes of administrative services provision;

- to accumulate «hidden» or implicit knowledge of crowd sourcers;

- to systematize the experience of the system.

7. A development of core corporate culture through a formed society of professionals that ensures a higher degree of flexibility of the behavioral model of the system of administrative services provision. Due to the usage of crowd technologies, the control over system will become transparent and open.

8. In case of usage of crowd technologies, the state officials have an additional range of the following opportunities:

- to stop being concentrated only on the functional responsibilities and to fulfill own potential during the settlement of issues of system-wide significance;

- the idea or decision offered by state official becomes a component of the intellectual capital of system and, as a result, a state official has a feeling of conscientious attitude towards the system;

- in contrast with a performance of standard official duties, a state official can see a final result and a benefit in general that came due to his ideas and offers regarding the improvement of the control over the system of administrative services provision;

- the readiness of the system to listen to the opinion of state officials regarding the existing problems reflects for them their value for the system, the significance of their abilities and potential;

- regardless of the title and position, all state officials become aware of engagement of each other with a control over system through an interest in a single solution of the problems that concern a system;

- a formation of creative atmosphere for a certain period of time will give state officials an opportunity to «exceed the bounds».

9. A forecast of response of the system to innovation. If we use a crowd technology within government authorities in order to obtain precise information from state officials, it will become an auxiliary instrument of strategic analysis. For the efficiency of instrument, it is necessary to follow a range of conditions for its organization:

- the crowd sourcers should possess certain knowledge about changes or considered problem;

- the crowd sourcers should be decentralized. It means that during the adoption of decision they should not depend on the opinion of each other;

- a list of crowd sourcers should be diversified, thus ensuring a higher probability of more accurate forecast

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A forecasting will allow a system to justify expectations of the subjects of appeal and subjects of provision regarding the current issues and problems, as well as:

- to get information in order to adopt state – governance decisions;
- to analyze and to represent the relationships between subjects of provision and subjects of appeal of administrative services;
- to help in immediate reaction to the appeared problematic situations;
- to conduct more precise analytics of opinions of the subjects of appeal.

10. The settlement of issues that involve human resources during the performance of multiple micro-tasks that cannot be resolved programmatically due to the certain circumstances, for example:

- sorting of data manually;
- the conversion of graphics, voice recordings, etc. in electronic text;
- systematization or classification of large volumes of data pursuant to the defined parameters.

11. Implementation of public expertise of the drafts of statutory and regulatory acts planned for execution. There are additional measures aimed at collective formation of legislation articles and creation of the single final statutory and regulatory act. The project participants can be given the opportunity to create their own personal variants of small semantic blocks, after which the personalized blocks are subject to be discussed and estimated by public. On this basis, they should be put together in articles, chapters and they will be involved in the final variant of the revised text of the draft law.

12. The publicity of the dialogue in the crowd project will be a very considerable impetus in order to take efficient and real measures regarding the problems and issues, which are of citizens' concern and, at the same time, eliminating a problem of nominal responses to the claims of the subjects of appeal of administrative services, who already have had a low level of credibility towards the government authorities and, as a result, – actually discredited this fundamentally important mechanism.

The result of feedback efficiency and a quality of interaction between government authorities and citizens through crowd technologies is a guaranteed and public reaction of authorities to the incoming claims, ideas and offers. The introduction of crowd technologies into the activity of government authorities will allow integrating such projects with systems of electronic document flow that will contribute to the prompt response and organization of strict inter-departmental control over responses to claims of administrative services consumers.

13. The crowd technologies in the control over the system of administrative services provision provide us with new opportunity – to perform an open public control over the activity of government authorities regarding the settlement of existing issues that significantly increases their responsibility towards subjects of appeal of administrative services.

However, if we set extremely ambitious goals that require very high professional skills, we may lose too much time and resources for testing, check-up and control and we will not obtain those advantages that can be received due to the crowd technologies.

**Conclusion.** The author of the article supposes that the usage of Crowd concept will become one of the key directions in order to improve the control over the system of administrative services provision in the context of electronization and a legislative response will give an opportunity to increase the quality of adoption of state – governance decisions and to stabilize the level of credibility on the part of citizens towards their government.

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