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CURRENT ISSUES OF REMOTE ACCOUNTING, MANAGEMENT AND MARKETING

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СУЧАСНІ ПРОБЛЕМИ ВІДДАЛЕНОГО ОБЛІКУ, МЕНЕДЖМЕНТУ ТА МАРКЕТИНГУ

The spread of information and communication technologies opens up broad opportunities for organizing remote accounting, management, and marketing. In particular, it provides real-time access to data, automation of business processes, remote collaboration between teams, and expands communication channels with customers through digital platforms. However, at the same time, it gives rise to a number of complex problems. Therefore, the article investigates current issues in remote accounting, management, and marketing while identifying effective approaches to overcome them. The research findings demonstrate that the wide range of problems—from cybersecurity to emotional disconnection between team members and consumers—requires not fragmented but integrated solutions focused on enhancing business flexibility, security, and adaptability. In this context, it is appropriate to develop a structured digital transformation strategy that may include the following key components: digital security and infrastructure (for all areas); automation and process integration (in particular, the implementation of ERP systems with accounting, CRM, and HR modules, etc.); human capital and digital literacy (including staff training, accounting software, online management, digital marketing, etc.); effective internal communication; customer-oriented digital strategies (such as the use of personalized content and marketing analytics, etc.); analytics, monitoring, and adaptive management (regular evaluation of the effectiveness of digital tools, use of Business Intelligence systems for decision-making, etc.). In line with the above, the prospects for further research lie in developing pathways for comprehensive digital transformation of enterprises under remote work conditions. Specifically, this involves the development and implementation of measures based on complementary principles: technological modernization, investment in human capital, trust-building strategies, and adaptive management. The successful implementation of such a model will enable companies not only to overcome current challenges but also to gain competitive advantages in the new digital economy.

Поширення інформаційно-комунікаційних технологій відкриває широкі можливості для організації віддаленого обліку, менеджменту та маркетингу. Зокрема, вони забезпечують оперативний доступ до даних у режимі реального часу, автоматизацію бізнес-процесів, дистанційну співпрацю між командами, а також розширюють канали комунікації з клієнтами через цифрові платформи. Водночас це породжує низку складних проблем. Відтак метою статті є дослідження актуальних проблем, що виникають у процесах віддаленого обліку, менеджменту та маркетингу, а також визначення ефективних підходів до їх подолання. За результатами дослідження доведено, що широка варіативність проблем обліку, менеджменту та маркетингу — від кібербезпеки до емоційної роз'єднаності між командою та споживачем — вимагає не фрагментарних, а інтегрованих рішень, орієнтованих на підвищення гнучкості, безпеки та адаптивності бізнесу. У цьому контексті доцільним є формування структурованої стратегії цифрової трансформації, яка може включати такі ключові компоненти: цифрову безпеку та інфраструктуру (для всіх сфер); автоматизацію та інтеграцію процесів (зокрема впровадження ERP-систем з бухгалтерськими, CRM- та HR-модулями; використання API для інтеграції між різними цифровими сервісами тощо); розвиток людського капіталу та цифрової грамотності (зокрема навчання персоналу, використання бухгалтерського ПЗ, онлайн-менеджменту, цифрового маркетингу тощо); ефективну внутрішню комунікацію; клієнтоорієнтовані цифрові стратегії (зокрема використання персоналізованого контенту та маркетингової аналітики тощо); аналітику, моніторинг та адаптивне управління (регулярна оцінка ефективності цифрових інструментів, застосування Business Intelligence систем для прийняття рішень тощо). Відповідно до вищенаведеного, перспективи дослідження полягають у розробці шляхів комплексної цифрової трансформації підприємств в умовах віддаленої роботи. Зокрема, мова йде про розробку та впровадження заходів, що базуються на взаємодоповнювальних принципах: технологічній модернізації,

інвестиціях у людський капітал, стратегіях побудови довіри та адаптивному управлінні. Успішне впровадження такої моделі дозволить компаніям не лише подолати виклики сучасності, а й отримати конкурентні переваги в новій цифровій економіці.

Keywords: *digital technologies; specialized software; remote management; remote accounting; remote marketing.*

Ключові слова: *цифрові технології; спеціальне програмне забезпечення; віддалений менеджмент; віддалений облік; віддалений маркетинг.*

Problem statement. The spread of information and communication technologies (including cloud services, corporate portals, accounting automation systems, and tools for online communication and collaboration) [4] opens up broad opportunities for organizing remote accounting, management, and marketing. In particular, it provides real-time access to data, automates business processes, facilitates remote collaboration between teams, and expands communication channels with customers through digital platforms. However, at the same time, this gives rise to several complex problems related to the control and coordination of such processes, including difficulties in maintaining employee discipline and motivation, ensuring information security, as well as risks of losing the quality of managerial decisions due to the lack of direct contact.

These problems are especially acute in enterprises with virtual organizational models, where teams are physically dispersed across different locations or countries. The absence of a traditional office environment leads to increased difficulties in ensuring timely activity tracking and prompt response to changes, which requires the implementation of additional coordination and control methods.

Thus, the implementation of remote technologies requires a comprehensive approach to organizing remote accounting, management, and marketing, which

includes not only technical solutions but also the development of organizational culture, motivational mechanisms, and information security systems.

Analysis of research and publications. The problems of organizing accounting, management, and marketing have been addressed by researchers such as Mashika Hanna, Zelic Victoria, Kiziun Alla, Maslyhan Roman [6], Holovachko V., Korolovych O., Havrylets O. [1], who in their studies emphasize the modern challenges of digital transformation, the effectiveness of managerial decisions, the optimization of accounting procedures, and the development of customer-oriented marketing strategies in the context of globalization and the digitalization of the economy.

At the same time, the specific contemporary issues of remote accounting, management, and marketing remain insufficiently covered in the scientific literature.

Existing scientific studies often focus on individual aspects (such as cybersecurity or agile management) but rarely cover all three areas in connection — accounting, management, and marketing — within the context of remote enterprise activities.

Formulation of the article's objectives. The article investigates current issues in remote accounting, management, and marketing while identifying effective approaches to overcome them.

The paper main body. Within the scope of the study, the authors considered the processes of remote accounting, management, and marketing as a set of activities that an enterprise performs remotely, using digital technologies and online tools instead of traditional work methods [3-5].

So, remote accounting is the organization of accounting and financial record-keeping not directly on the enterprise premises, but remotely, using digital technologies and specialized software. For example, an accountant can work with documents over the internet using cloud services. Remote accounting processes include: collecting and processing financial data; maintaining traditional

bookkeeping; preparing reports; control and auditing; and exchanging information with regulatory authorities.

Remote management is the management of teams, projects, or business processes from a distance, without the physical presence of managers or employees in the office. This type of management includes: planning and controlling team work through online tools; coordinating activities; making managerial decisions based on remote monitoring; motivating and communicating with employees; and evaluating performance.

Remote marketing is the organization of marketing activities aimed at promoting products or services through digital channels without physical contact with customers. This process includes: creating and distributing online content; targeted advertising; working with social media; analyzing online user behavior; and interacting with customers through digital platforms.

All processes of remote accounting, management, and marketing are part of modern digital business, where physical distance is not an obstacle to performing important company functions. This allows for flexible work, cost reduction, rapid adaptation to changes, and the use of global opportunities, provided that the current challenges arising in the process are addressed.

So, the systematic content of the current issues arising in the processes of remote accounting, management, and marketing in modern conditions is presented by us in Table 1.

Based on the data presented, it is evident that the broad scope and diversity of problems arising in the processes of remote accounting, management, and marketing in modern conditions require the development of a comprehensive approach to their resolution.

Specifically, regarding the problems in remote accounting outlined in Table 1, among the possible solutions are:

1. Implementation of modern cybersecurity systems. To minimize the risks of financial data leakage or loss, it is advisable to implement multi-layered protection systems, including data encryption, two-factor authentication technologies, regular software updates, data backup, as well as systematic cybersecurity audits.

Table 1. Systematic content of current issues arising in the processes of remote accounting, management, and marketing in modern conditions

Сфера прояву	Areas of manifestation	General specification of the arising problem
Problems in remote accounting	Cybersecurity and data protection	Risks of loss or theft of financial information due to hacking attacks or insufficient protection.
	Distrust in accounting accuracy	Due to the limited physical presence of management, doubts about data reliability may arise.
	Complexity of system integration	Not all accounting software integrates well with other services such as CRM, ERP, etc.
	Shortage of qualified personnel	Not all accountants have the skills to work with cloud services and online platforms.
	Problems with timely collection of primary documentation	Problems with the timely collection of primary documentation are especially acute in companies where accounting is still partially done manually.
Problems in remote management	Deterioration of team communication	The absence of face-to-face communication often complicates understanding, coordination, and collaboration.
	Decreased motivation and control	It is more difficult for managers to control work efficiency and maintain morale.
	Challenges in time and resource management	Employees may lose productivity due to an unstructured workday.
	Conflicts and misunderstandings due to the online format	Emotions, tone, and intentions are hard to convey in chats or video calls.
	Technical issues	Internet disruptions and unstable platforms for video conferencing or project management can reduce the quality of management.
Problems in remote marketing	Market saturation with digital content	It is difficult to stand out among the vast amount of online advertising and information.
	Low consumer trust in online advertising	People often ignore or block ads, making it harder to attract customers.
	Dependence on third-party platforms	Any changes in algorithms or policies of third-party platforms (Google, Facebook, Instagram) can significantly impact results.
	Insufficient analytics or its incorrect use	Misinterpretation of data can lead to poor decisions with serious consequences for the business. This may include financial losses, loss of customer trust, errors in strategic planning, or inefficient use of resources.
	Lack of personal contact with customers	It is more challenging to establish an emotional connection and understand customer needs.

Source: compiled based on [1-2; 4; 6]

2. Automation of accounting, transparency of procedures, and implementation of blockchain solutions to verify the authenticity of transactions.
3. Use of universal integration platforms (APIs) and implementation of ERP systems with built-in accounting modules.
4. Conducting training and professional development, certification programs for accountants with a focus on digital tools.
5. Digitization of documents, implementation of electronic document management, and use of mobile applications for collecting primary data.

Regarding the problems in remote management outlined in Table 1, the possible solutions include:

1. Improving internal team communication through the implementation of modern digital collaboration platforms (such as Slack, Microsoft Teams, Zoom), holding regular video meetings and online briefings, and encouraging open information exchange within the organization.
2. Enhancing motivation and effectiveness of personnel control by clearly defining individual and team goals (using OKR and KPI systems), introducing non-monetary incentives (digital recognition of achievements, performance-based bonuses), and fostering a culture of accountability.
3. Optimizing time and resource management through the use of task managers, time-tracking services, and the development of self-management skills.
4. Reducing conflicts and misunderstandings by conducting online training sessions on communication skills, facilitation techniques for interaction, and organizing informal team-building online events to strengthen team cohesion.
5. Eliminating technical barriers by providing employees with high-quality technical equipment, stable internet connections, and access to technical support.

Regarding the issues in remote marketing outlined in Table 1, some possible solutions include:

1. Overcoming consumer information overload through customer segmentation mechanisms, contextual advertising, targeted email marketing, and the development of a unique value proposition that differentiates the brand from competitors.
2. Increasing trust in online advertising by utilizing influencer marketing, where products or services are promoted through authoritative figures on social media platforms.
3. Reducing dependence on third-party platforms by investing in SEO optimization and creating content owned directly by the company rather than by external services.
4. Improving marketing analytics through the implementation of analytical tools (such as Google Analytics, Power BI, Tableau), staff training in data analysis and visualization methods, and the use of A/B testing and predictive analytics.
5. Compensating for the lack of personal contact with customers, in particular, by implementing AI-powered chatbots, enhancing real-time customer support, organizing webinars and interactive events, and using video content with personalized messages and elements of immersive experiences (VR/AR).

The analysis of current issues arising in remote accounting, management, and marketing processes indicates the necessity of a systemic approach to the digital transformation of enterprises.

Conclusions. The wide range of issues in accounting, management, and marketing—from cybersecurity to the emotional disconnect between teams and consumers—requires not fragmented but integrated solutions focused on enhancing business flexibility, security, and adaptability. In this context, it is advisable to develop a structured digital transformation strategy that may include the following key components:

Digital security and infrastructure (across all areas), including the implementation of multi-layered cybersecurity systems, the creation of a reliable IT infrastructure with data backup, and the use of cloud solutions with encryption and multi-factor authentication.

1. Automation and integration of processes (primarily accounting and management), including the implementation of ERP systems with accounting, CRM, and HR modules; the use of APIs for integration between various digital services.
2. Human capital and digital literacy (in all areas), including training staff in digital skills: accounting software, online management, and digital marketing; certification programs and professional development in remote work; development of soft skills such as emotional intelligence, self-organization, and effective communication.
3. Effective internal communication (management), including the implementation of collaboration platforms, regular feedback communication, gamification of teamwork, electronic recognition of achievements, and balancing employee autonomy with managerial control.
4. Client-oriented digital strategies (marketing), including the use of personalized content and marketing analytics, engagement through a multichannel strategy, and reducing dependence on third-party platforms by developing proprietary media channels.
5. Analytics, monitoring, and adaptive management (all areas), including regular evaluation of the effectiveness of digital tools, the use of Business Intelligence systems for decision-making, flexible planning, and prompt adjustment of strategies in response to external changes.

Accordingly, the prospects of the research lie in developing comprehensive approaches to the digital transformation of enterprises in the context of remote work. Specifically, this involves the design and implementation of measures based on complementary principles: technological modernization, investment in human capital, trust-building strategies, and adaptive management. Successful

implementation of such a model will enable companies not only to overcome contemporary challenges but also to gain competitive advantages in the emerging digital economy.

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