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AGILE-ECONOMY AS A FACTOR IN IMPROVING THE DIGITAL SOCIETY

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Abstract. *The subject* of the study is the stabilization of the digital society as a complex social phenomenon, which is dynamically evolving. *The purpose* of the study is to analyze the theoretical and practical principles of Agile-economy as a factor influencing the stabilization of the digital society, combined with the leverage of managerial influence on its development. To form the concept of Agile-economy as a set of methods of nonlinearity, the authors use the theory of complex systems, flexible approaches, self-organization and demonstrate the influence of various factors – stochastic information, instability and uncertainty, which must be overcome to achieve its stability. *The methodology* of the study includes a set of methods and principles of Agile methodology as a type of flexibility and adaptability to the complex conditions of economic development as a complex system under conditions of instability and identifying mechanisms of managerial impact on its changes to improve the digital society. Methodology also includes general philosophical methods such as analysis and synthesis, generalization, systematics, structure, historical-logical and comparative analysis. *Research result*. It is defined that the essence of Agile-economy is to become flexible, mobile, smart and to help overcome the problems of modern society in today's unstable and crisis conditions. It is revealed that nonlinear thinking leads to flexible approaches to contemporary problems – economic, environmental, social, cultural and requires the development of the concept of Agile-philosophy, which was created by the Club of Rome and is based on a holistic approach to understanding society and addressing the deep crisis of values. The basis of Agile-economy is the reorientation of management from hierarchies to network structures, because the 21st century is the era of network structures and network economy, which requires flexible approaches to complex social systems. The practical significance of the study is that Agile-economy as a factor in stabilizing society under conditions of instability will contribute to sustainability based on the programming of society based on the balance between man, nature, society on the basis of frugality and inclusiveness. The concept of an agile economy as a stabilizing factor will help unleash the energy of innovation and creativity to stabilize the economy and further its digital development.

Key words: AGILE-economy, complex system, nonlinear thinking, digital society, concept of natural resources restoration.

JEL Classifications: A13, B49, O39, P16, P49, Z10

1. Introduction

The relevance of the study lies in the fact that the conditions of crisis development of the economy require comprehension of various problems of entropy, information stochasticity, unpredictability of its development, the significant influence of the environment, which requires adaptation of both organizations and individuals. The current challenges of the Fifth Industrial Revolution (INDUSTRY 5.0) and the transition to the sixth technological mode in the developed countries of the world show the need to prepare an intelligently developed economy based on digital breakthrough intelligent technologies. Employees should already have new digital

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competencies, as 80% of professions will be updated in the next decade, skills will change by 42%, and the direction of the IT industry will be updated dozens of times.

All this requires the formation of the AGILE economy as the basis for the development of a digital society and the conditions for understanding the current crisis economy associated with the COVID-19 pandemic crisis. The latter has affected not only the economy, the pace of which is slow, but also society and the individual, including the preservation of mental health, the satisfaction of basic human needs. AGILE-economy as a set of new norms, principles, views and values of digital life takes into account the prospects of digital development of the modern economy, the technological breakthrough of the world 4.0, based on the impact of flexible management methods on the digitalization of all spheres of life and sustainable development of society. Most researchers recognize the importance of human capital in the new economy, which is the main, intensive force and productive factor of socio-economic development of modern society and the individual.

AGILE-economy as a concept of understanding the modern economy includes changes with respect to modern management based on intellectualization, digitalization, taking into account the environmental crisis and solving all challenges. AGILE-economy cannot develop without the formation of a flexible management mechanism at all levels, determining the optimal motivation to bring society to a level of stability. The concept of AGILE-economy is based on an interconnected system of ideas, principles, modern approaches, including the theory of complex systems, flexible approaches to software development, self-organization as a complex social system, determining the impact of various factors – stochastic information, instability and uncertainty, which requires the formation of a roadmap for the AGILE-economy concept and is becoming increasingly important in advanced countries, which are implementing a methodological approach to the redistribution of investment projects in the enterprise according to established criteria (Cherep A., Cherep O., et al., 2019).

The concept of AGILE-economy as a factor in stabilizing society under conditions of instability must be based on a mechanism of effective impact on society. It will be flexible, mobile, smart, intelligent, adaptable and will promote stability and readiness to overcome crises in today's unstable environment, describes Ha-Yun Chang, a well-known economist on developing countries who says that capitalism is a bad economic system, but everyone else is even worse (Chang, 2018). The countries' economic prosperity will depend on whether government officials are willing to take a sober look at the problems of this system and improve it.

At the heart of the effective mechanism of AGILE-economy as an effective achievement of its self-organization – is a new generation of methods, techniques and algorithms of action in the context of achieving the harmonization of society. To fully accomplish this task, business leaders use modeling and programming techniques, software product design and analysis, which seemed to be in perfect harmony with the predominant directive management approaches of the time (A. Fayol to Apello Jurgen).

The Agile approach to shaping the AGILE economy has gained popularity in the last decade; its proponents reject the idea that the architecture of complex systems can evolve in a purely linear fashion, following a hierarchical, deterministic "from complex to simple" approach. Thus, Appelo Jürgen argues that the environment in which software products change in the process of software development (software), so it is necessary to develop an orderly (structured) approach to software development management, based on solving complex systems.

It should be noted that today there has been an evolution from the classical management of Taylor, Fayol, Follett to modern management, which is called the concept of flexible Agile-management 3.0, and it is the basis for the development of AGILE-economy. The hierarchical management style "from complex to simple", which corresponded to the hierarchical structured approach to the analysis of society, is called the concept of "management 1.0", which is outdated and needs to be updated. Linear thinking has led to flawed approaches and results, the use of which is inappropriate today. Models of organizations that worked in the context of the concept of "management 1.0 and 2.0" were focused on managing the organization from above, which did not always work.

The stage of development, which is called the concept of "management 2.0" and is based on the principles represented by the newfangled concepts of "business process re-engineering", "six sigma", etc., has already been overcome. In today's world, the classic concepts of management 1.0 and 2.0 are becoming a thing of the past, as complexity concepts that can penetrate the foundations of the digital society and find solutions for the current situation are on the agenda.

The concept of "Agile-economy" is a direction of topical philosophy of the XXI century, based on the theory of complex systems, aimed at overcoming internal disorder, destructiveness, dissatisfaction with the situation, unpredictability. Agile-economy as a practical philosophy perceives the difficulties and paradoxes of human life, tries to form the conditions of exit from the crisis state of the economy and to form the mechanisms of improvement, to form competencies for their sustainability. To do this, the leader at all levels should promote the use of Agile approaches for planning or controlling the activities of organiza-

tions, so that performers build their activities on the scientific approach of complex systems theory, use agile methods as a practical application of the theory of complex systems and promote the formation of team building.

The concept of Agile-economy is a theory of applying agile methods to social systems, because the main thing for organizations is people and their relationships, rather than departmental structure or profit generation. Agile-economy promotes the perception of the organization as a living organism, and the activities of people not as spinners or machines, but as subjects and the treatment of people as a human resource. Agile economics shows that organizations need to change, so their implementation requires changing the concept of management 1.0 and 2.0 to 3.0, and for this it must get a sound scientific basis. Diamandis Peter & Kotler Stevens, "The Future is Closer than It Looks. How Technology Changes Business, Industry and Our Lives" (2021) emphasizes that the only way not to get lost in this thick forest is constant, continuous education. Mentally, a significant increase in productivity makes it possible not to fall behind in progress. It is not possible to lag behind for a second today (Dixon Patrik, 2021).

The nonlinear thinking underlying the Agile-economy concept requires an agile approach to solving current problems – economic, environmental, social and cultural. Scientists who promote the interaction of Agile-economy and Agile-management 3.0 are trying to realize the development of this concept in the context of Enlightenment 2.0 ideas, formed by representatives of the Club of Rome, which are based on a holistic approach and harmonization of relations between society, state, individual, nature, which are formed on the basis of humanistic management.

The concept of interaction between Agile-economy and Agile-management as a determinant of social stabilization is based on the reorientation of management from management hierarchies to network structures. XXI century era is the era of network structures, network economy and network people, which requires flexible approaches to the implementation of complex network systems and organizations, as well as their evolution. That is why it must redefine the concept of classical philosophy, which would influence the way we look at the world, the patterns of behavior, the behavior of people and leaders, and contribute to the well-being and sustainability of society. "It is necessary to train ourselves to look far ahead, to adapt better and to think more intelligently – there is no other way", says Donnelly Meadows, Denis Meadows, Jørgen Randers in their paper "The limits of Growth. 30 Years Later" (Medouz D., Medouz D., Randers Y., 2018). In order to identify patterns, relationships and trends, we can simulate scenarios using the concepts of Agile-economy and simulate its development scenarios to achieve sustainable development of society, economy, society, people.

2. Theoretical background and literature review

Due to the work of Donnelly Medouz, Denis Medouz, and Jorgen Randers "The limits of Growth. 30 Years Later" (Medouz D., Medouz D., Randers Y., 2018). 30 Years Because" (Medouz D., Medouz D., Randers Y., 2018). The Club of Rome was one of the first organizations to raise the issue of unsustainable economic growth due to the inability of classical management to solve modern problems. "The limits of Growth" is an attempt to outline the prospects for solving the problems of 50 to 100 years, using new AGILE-management (Appelo Jürgen, 2019). In addition, the Club of Rome report focused on increasing the physical impact of economic growth through humanity's impact on the environment, rather than growth per se. The book "The Limits to Growth" resonated worldwide and was a huge success. In "The Limits of Growth", Martin Robert's work "Pure Agile" shows that the attitude to innovation was insufficiently adaptive, and also the concept of Agile-management 3.0 appeared to be unviable (Martin Robert, 2021).

The World3 computer model used in the MIT study was rather inflexible and allowed for discontinuous relationships between various parameters, including such parameters as industrial output and pollution. Moreover, traditional economic models, linear in nature, cannot solve the problem of the non-linearity of natural systems, such as the climate system. Nor are they capable of controlling the development of economies, societies, and people in this direction. During the 1980s-1990s, the message to the Club of Rome, stated in the "Growth Trends", was not widely acknowledged and respected. The research of G. Maxton J., Randers (2017) "In Search of Goodwill. Controlling Economic Development to Reduce Unemployment, Inequality and Climate Change" showed that a radical rethinking of the globalized economic system is necessary, posing important questions that have long been ignored (What is the economy for? What is well-being? Aren't there any restrictions? How much will be enough? Will people be happy when they get everything created by today's economy?).

Moreover, today global trends of human development – globalization 4.0, development of technological world 4.0, digital society and digitalization, INDUSTRY 4.0 and even the emergencies 5.0, the new Enlightenment 2.0, Agile-management 3.0, which greatly increased the development of modern world, modern economy, modern philosophy,

modern democracy. Recently, in 2009, a group of 28 internationally recognized scientists led by Johann Rockstrom and Wille Steffen introduced a new concept. Based on the results of scientific research, the concept stated that human activity has become the main driver of global environmental change, which requires new, flexible management, so the world must transform its production and consumption systems quickly and efficiently. The market cannot solve human problems on its own; government, financial institutions, civil society organizations, and religious communities must be involved in solving them (Maxton Graham, Randers Jørgen, 2017). Established in 2012, the Center for the Study of Existential Risks (CSER) at Cambridge University in the UK has quickly attracted the world's attention by presenting a number of threats, including existential ones, which may even lead to the extinction of humanity.

The group in the voice of Sean O'Gegertti confirms the development of human-made technologies, which they call "technological surprises." These include: 1) the creation through synthetic biology of viral and bacterial organisms with lethal characteristics and properties that can infect people and spread throughout the world; 2) geoengineering, aimed at "engineering" our climate to reduce or even reverse the most serious effects of its fluctuations; 3) new developments in piece intelligence, which can reach or even surpass the level of human intelligence in a wide range of fields and problems. O'Relly T. in his work ("Who Knows What the Future Will Be", 2018) offers a glimpse into the world of innovators, breakthrough technological ideas, and understanding where modern technology will lead and where people will experience "surprise, sadness, or embarrassment." The solution to these problems can be achieved through the formation of the concept of Agile-philosophy, Agile-methodology and Agile-economy. Particular attention should be paid to assimilating the order of the day 17 of the Sustainable Development Goals. Ernst Ulrich von Weizsäcker, Anders Wijkman, "Come On! Capitallism, short-sightedness, population, and the collapse of the planet. The Club of Rome Report" (2019) notes that the current world trends are not yet sustainable, our collective home is now threatened by a mortal danger caused by a philosophical crisis, resulting in the need for a "new Enlightenment 2". At the heart of these goals is the creation of a world in which development and the application of technology show their flexibility, taking into account climate change, respecting biodiversity, in which wildlife and biodiversity will be protected. Recent research confirms that a compromise between socio-economic and ecological goals is indeed necessary, as it is important to create a balance between humans and nature. This requires coming together to create a systematic approach that seeks to rethink the planet's ecological performance and bring it to sustainable development. It is necessary to act now, the world will not wait until all 7.6 billion people can finally reach the new enlightenment, and the AGILE economy as a factor in improving the digital society will help in this (Ross A. The industries of the future, 2017). Indeed, the world today has changed along with the ideas that emerged from the familiar phenomena of everyday life: from batteries, cameras and portable devices, the first video games, the creation of Microsoft and Apple and the growing importance of social media, from the industrial revolution to the present day, people have constantly created and implemented new ways to improve their lives, and this path will go down in history as the path of science and technology, forming new thinking from Einstein to the artificial intelligence that changed the world. (Oltrade Dago, 2021). The New Mentality.

3. Research objectives

The aim of the study is to develop a conceptual model of Agile-philosophy as a determinant of social stabilization, affecting the sustainability of the economy in an unstable environment. Agile philosophy is based on: 1) the concept of digital society and digitalization; 2) the concept of green philosophy as the basis of green democracy; 3) the development of Enlightenment 2.0; 4) the concept of globalization 4.0; 5) the concept of technological breakthrough 4.0; 6) the concept of INDUSTRY 4.0 and 5.0.

In order to achieve the goal, the following tasks were set:

– to analyze the system characteristics of the conceptual model of the relationship between Agile-philosophy and Agile-economics as a philosophy of change;

– to examine Agile-economics as a factor in restoring the broken relationship between people and nature, which is the basis of solving all of the problems of non-state development;

– to formulate the concept of renewal of natural resources in a digital society.

Research methodology – includes a systematic methodology.

4. Results

A conceptual model of the relationship between Agile-philosophy and Agile-economics as a philosophy of transition.

The basics of the conceptual model of their relationship include:

1) the concepts of digital society;
2) new Enlightenment 2.0;
3) globalization 2.0;
4) technological breakthrough 4.0;

5) INDUSTRY 4.0. Agile-economics is formation of creative people and creative elite, which is based on intellectualization, development of human social capital, and cultural transfer of knowledge and information.

The concept of Agile-economy is the concept of philosophy of change, the basis for the development of agile organizations and agile democracy. The concept of Agile-economy is the latest concept and theoretical system capable of changing the world, which is based on:

– philosophy of change as the basis for development and change through agile management, which includes a set of ideas, principles, methods, approaches, algorithms of action on the development of modern society in the new millennium on the principles of Agile-methodology;

– determination to achieve the spiritual goals of world civilization through the prism of philosophy, which is based on the vital evaluation by society of the leading force of Agile-philosophy, the managerial elite with a flexible worldview, a way of thinking in the context of the principles of Agile-philosophy – the fight against corruption and oligarchization;

– the arrival at all levels of government of a new intellectual and creative elite, the trend toward global and historical transformation and change, namely historical truth, morality, the revival of the New Enlightenment 2.0 as a new embodiment of ideas and principles in life;

– absolutization of the development of INDUSTRY 4.0, which contributes to the technological breakthrough 4.0, the basis of which is the development of technology, which balances between dreams and a serious scientific approach, when technological availability becomes the value of municipal services, when, based on great data, additions become convenient for the citizens as an implementation of the "economy of the future" of municipal management, which requires investing money in physical infrastructure, the software is used to analyze the great data reported to this infrastructure;

– development of people as the supreme value of Agile-philosophy, which will contribute to the formation of new agile principles of organizations based on the novelty of the powerful human nature inherent in them; The development of Agile-philosophy as a philosophy of the future, where intelligence, smart machines and innovative solutions will rule, which will shake the whole world, where programming of money, markets and trust will happen, data will become the basis of the information revolution, and the introduction of innovation and electronic control "power in the smartphone" will crush the world in the next 5-10 years.

The relationship between Agile-philosophy and Agile-economics as a philosophy of change is based on the balance between the whole and the parts, which serve the purposes of a worldview of analytical, systemic, algorithmic, expert and philosophical thinking. The components of Agile-philosophy serve as the main basis for economic growth:

1) development of a digital society;
2) evolution of flexibility of organizations as complex social systems and the basis for their development;
3) a new Enlightenment 2.0;
4) the concept of globalization 4.0 and considering its trends;
5) the concept of technological breakthrough 4.0 and impact 5.0;
6) the concept of INDUSTRY 4.0. At the heart of sustainable Agile-management are the effective mechanisms of effective, transparent and intellectual management and reception of the human dimension in the context of anthropological discourse of humanistic management (Voronkova, 2016).

That's why people have to develop in the future:

1) the concept of Enlightenment 2.0 development;
2) the globalization concept 2.0;
3) the technological breakthrough concept 4.0;
4) the INDUSTRY context 4.0 and 5.0;
5) the Agile-management construct 3.0.

Agile-economy as a factor in renewing the broken interaction between people and nature in the digital society

Everyone knows that the world is in crisis. Based on the results of scientific research, the concept of Agile-economy as a factor of renewal of the disturbed interaction between man and nature in the digital society proceeds from the fact that since the industrial revolution, human activities have gradually become the main cause of global environmental change, as the anthropogenic changes on the planet today are threatening. Once human activity exceeds certain limits or reaches a point of no return (referred to as "planetary limits"), there is a risk of abrupt and irreversible ecological change. It has been scientifically proven that over the past 150 years, more than half of the Earth's topsoil has been depleted, and up to 90% of fisheries are being taken away or completely depleted. The stability of the climate is at risk and the land is currently going through a period of mass extinction for the majority of its history, admits Klein in his work "Everything Changes. Capitalism Versus Climate".

Today, people's capacity for action has far exceeded their capacity for reflection. As a result, civilization faces a perfect storm of problems caused by over-population, overconsumption, the use of environmentally destructive technologies, and unprecedented nervousness. The rapid deterioration of the biophysical situation is unfortunately not recognized by the world community, which unwaveringly believes that the physical economy can grow continuously. The current crisis is the crisis of global capitalism (Voronkova,

Nikitenko, Teslenko, Bilohur, 2020). Interfaces have become evident and visible in all human activities, and changing trends depend on changing consciousness (Pikker Stiven. Enlightenment Today. Arguments for Reason, Science, and Progress, 2019).

Economic growth and technological progress can be accompanied, if not accelerated, by savings and efficiency in the use of natural resources. But now virtually all trends in resource consumption, climate change, biodiversity loss and land degradation reflect inadequate public policy vectors, business strategies and underlying social values. On a more general level, these dominant trends in digital society also reflect the distancing of the educational system and the crisis of the metaphysical foundations of human life as a global problem of postmodernity requiring new managerial solutions (Nikitenko, 2020).

The cumulative conclusions that can be drawn from such trends compel us to radically change the direction of progress and make every effort to forge a new Enlightenment 2.0 vision that places much greater emphasis on the future renewal of natural resources in the long term. The Growth Interval is an attempt to define a 50- to 100-year perspective through humanity's impact on the environment and the use of innovation in an innovation-informed society. They concern overfishing, depletion of groundwater or forest viruses, ecosystem degradation, and pollution. The general problem is that once the most valuable species have been depleted, further extraction requires more and more energy and at the same time leads to large-scale emissions of pollutants. Traditional economic models, linear in nature, cannot solve the problem of the non-linearity of natural systems, such as the climate system. Scientists constantly remind about "points of no return" when the ecosystem at the output loses its balance or becomes highly destabilized, which requires a systematic approach (Voronkova, 2019).

The concept of renewal of natural resources in a digital society

The concept of renewing natural resources in a digital society includes addressing the negative trends that have led to the destruction of the planet:

1) stratospheric ozone layer collapse;
2) the loss of biological diversity and the extinction of biological species;
3) chemical contamination and release of new chemical objects (new chemicals of artificial origin, in particular, radioactive materials, genetically modified organisms, nanomaterials with the potential for undesirable geophysical and/or biological effects);
4) climate changes;
5) ocean acidification;
6) landscape changes;
7) consumption of fresh water and the global hydrological cycle;
8) nitrogen and phosphorus releases to the biosphere and oceans;
9) concentration of aerosols in the atmosphere (Ernst Ulrich von Weizsaecker, Anders Wijkman, 2019).

In fact, the rapid growth of consumption, especially in the last 50 years, has caused great changes in the atmosphere and biosphere. The climate system is inherently non-linear, which can reach a point of irreversibility even with a warming of 1.5-2.0 degrees Celsius. The world can transform its production and consumption systems quickly and decisively. More than 1,000 cities around the planet already use 100% renewable energy. Preventing climate change will require such massive and rapid action that any new or future information technology will not solve the problem. The problem is the inadequate and timely implementation of a set of energy and other technologies that have already been developed or are under development. In "Creative City: Its Power and Possibilities," Landry Charles notes that a critical mass of diverse activities is needed to realize a viable self-sustaining creative economy (Landry, 2020).

The greatest innovation has been the rapid reduction in the cost and spread of clean energy – mostly solar and wind – around the world. Soil erosion and degradation, droughts, floods, and the spread of invasive species (alochthonous species with considerable ability to expand, which spread naturally or with human help) pose a significant threat to the flora and fauna of certain ecosystems, can massively increase the danger that will threaten future generations. Already today, the Earth is in the process of the "6th cycle of extinction", which is caused solely by man.

Industrial agriculture using "systemic pesticides" such as neonicotinoids poses a deadly threat to bees and other pollinators. In addition, the presence of pesticide residues in various foods is increasingly being confirmed. Without bacteria and fungi, the soil is degraded as soil structure is threatened. Inevitably, an urbanized world full of cities and megacities, which is constantly growing, is dramatically increasing its ecological footprint. The new trend of the digital society "disruptive, breakthrough technologies" based on innovation with positive connotations in connection with the development of new directions of clustering tourism and finding ways out of the COVID-19 pandemic is used to solve the problem (Rybalchenko Nina, 2021).

Today, people can observe a tremendous acceleration of technological innovation, supported by appropriate information and communication technologies, the availability of which is all-consuming on the road to a comfortable and secure life. The concept of natural resource renewal in the information society includes a redefinition of economics as a subsystem of society and nature, as a tool for achieving a socially just and environmentally

stable future in which nature updates its evolutionary path and society changes its social measure. The great good of today is the "blue economy", where everything has value, even waste and storms, products are primarily renewable, always organic, and production and consumption systems are based on the properties of nature.

The circular economy, defined by ICT, requires a new philosophical logic, a new transformation based on natural resources, which can be the basis for prosperity, well-being and development of the concept of services, creating a new model of production and consumption, the transition to a circular economy. ICTs have a great positive effect as a tool for achieving new development in a digital society whose potential has not yet been fully exploited to stimulate complex reactive living systems. The transition to the "embedded economy" that is developing requires the formation of the concept of noosphere development of modern society in a digital society (Voronkova, 2016).

5. Conclusions

In order to adapt to the intense changes in today's globalized, unstable world, which is rapidly becoming more complex, creativity is increasingly important. This is why education must cultivate creativity by teaching students (pupils) systematic, adaptive, flexible thinking. Students (schoolchildren) should try new things, the opportunity to work on the topics of Agile-economics, Agile-management, Agile-methodology. Education should train "competent revolutionaries", because full automation and computer algorithms change people's lives (Christopher, 2018).

It is concluded that Agile-economy as a factor of social sustainability contributes to the formation of economic stability in an unprotected, technological breakthrough economy, based on which the balance between people, nature, society on the basis of generosity, inclusiveness and equilibrium will be achieved.

The concept of Agile-economy will help unleash the energy of enterprise, innovation and creativity for a stable and balanced development of the economy in an unstable and critical environment.

For the development of non-linear thinking, requiring the use of flexible approaches to solve the current problems – economic, environmental, social, cultural, requires the development of the concept of Agile-philosophy in the context of the new vision of Enlightenment 2.0, formed by representatives of the Club of Rome, based on a holistic approach and harmonization of relationships.

The basis of Agile-economy is the reorientation of management from hierarchies to transformational structures, because the twenty-first century is the era of transformational structures, transformational economy. This requires the use of flexible approaches to the analysis of complex social systems, which are society, people, organizations.

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