MARIA CURIE-SKLODOWSKA UNIVERSITY

DEVELOPMENT AND MODERNIZATION
OF SOCIAL SCIENCES: EXPERIENCE OF POLAND
AND PROSPECTS OF UKRAINE

Collective monograph

Lublin, Poland
2017

UDC 30(438+477)
LBC 60(4Pol+4Ukr)
     D 64

The authors of articles usually express their own opinion, which is not always comply with the editorial Board's opinion. The content of the articles is the responsibility of their authors.

Development and modernization of social sciences: experience of Poland and prospects of Ukraine: Collective monograph. Lublin: Izdevnieciba "Baltija Publishing", 2017. 312 p.

Baliun O. O.,
Candidate of Historical Sciences,
Associate Professor of the Department of Publishing and Editing
National Technical University of Ukraine
"Igor Sikorsky Kyiv Polytechnic Institute", Kyiv

Kashpur A. O.,
Postgraduate Student of the Department of Marketing and Advertising
Kyiv National University of Trade and Economics,
Head of the Research Center "ReputationLab", Kyiv

THE REPUTATION MANAGEMENT PRACTICE: MAGNETIC DYNAMIC MODELING OF COMMUNICATION INTERACTIONS

Summary

In today's marketing and social communications, dynamic and multivariate design and modeling of information interactions becomes more and more relevant. This, in turn, forms the request of research tools creation that allows promptly and qualitatively to model stakeholders' behavior with the object in different situations, taking into account the stakeholders communications with each other and the mutual influence on their attitude to the object. The analysis of existing research tools has shown their inadequate efficiency to solve the above-mentioned problem. The study's authors summarized the analysis results as follows: existing methods of qualitative research and modeling behavior of various subjects have significant limitations when used to solve the problem. Based on the results of own research by ReputationLab (Ukraine) and practical testing, the SW-ReaLity technique was created, which in a step-by-step modeling allows testing different scenarios of public objects information behavior (statements, actions) in interaction with key stakeholders and each other in the maximum approximation to real life. The technique's use for solving strategic tasks involves identifying or modeling possible scenarios of information interactions in business or social systems of different sizes. The basis is the thesis on the information space unity and the information connectivity of its subjects.

Introduction

The communication technologies dynamic development at the end of the 20th and early 21st centuries caused many transformations. According to the authors, among the key manifestations of these transformations is the horizontal component of communications active development, which transforms the vertical model inherent in the twentieth century to a network, built on the "everyone can tell their story and hear the story of everyone" principle. The horizontal model is gradually replacing the principle of vertical with only the media could collect information concept, from their version of history, which tell their audience. The mass media, which until recently were monopolists on information and its interpretation, actually lost this unique position and today the consumer receives information from dozens and hundreds of different sources and becomes an informational source for other people. According to the research by MediaKix company released in 2016, people are increasingly spending time in "horizontal communications systems", for example – social networks [1]. According to the Flurry Analytics Blog, the average US citizen spent 198 minutes a day browsing the Internet, against 168 minutes of television viewing time [2].

The convenient and quick access to an enormous amount of primary sources and information repeaters has enabled people to get and compare different judgment on the subject and make their own idea of it. Moreover, people have the opportunity to share their thoughts on the one or another object's actions (person or brand), thus forming the next level for news message – comments on the information source. Search engines have given people a quick and easy way to navigate this global information space. Due to this, the media information dominance (which turned into one of many sources of information) was placed on the informational multi-vector and diversity. That, in turn, allows the outside observer to create his own idea of a public object, even if he does not have the experience of direct interaction. Such opportunities actively influence the formation or change of the observer's attitude towards a public object: various product reviews' study before buying it or even directly in the process; search for information about the policy before or during voting; employer quality assessment, etc.

2

Such situation demands that the trust in future interaction with the object becomes important, formed on the well-known and subjectively sensible for the external observer of this object's actions in the past, thus the object's reputation [3, p. 1]. Today the reputation has become a currency, which will erode the trust in the object and its usefulness from the different respondent audiences' standpoint. In 2004, P. Argenti and B. Druckenmiller noted that reputation is a collective idea and includes object relations with all stakeholders. These relationships can either improve or deteriorate, depend on the company's activities [4, p. 369]. However, in communications development horizontal component and the information transparency growth and saturation of the world, the need to design the object's communication actions becomes more and more relevant not only in the light of its interaction with a specific stakeholder, but also taking into account the stakeholders communications with each other and their mutual influence in relation to the object.

Thus, in today's marketing and social communications, dynamic and multivariate design and modeling of information interactions becomes more and more relevant. This, in turn, forms the request of research tools creation that allows promptly and qualitatively to model stakeholders' behavior with the object in different situations, taking into account the stakeholders communications with each other and the mutual influence on their attitude to the object.

Such was developed at the ReputationLab Research Center (Ukraine) as a part of own research in 2012–2014.

1. The problem's prerequisites emergence and the problem's formulation

As noted above, new technological capabilities in the communications field have created new challenges for public representatives: brands, individuals, public and political institutions, etc. Namely: the need to take into account multi-vector and multi-level information's distribution; increasing interactivity in communications dialogue; high speed of information dissemination and high dynamics of different stakeholders reaction to the subject's actions or related events.

The multi-vector and multi-level communications are one of the horizontal component consequences of the modern communications model extension. According to the traditional definition, horizontal communication is the transmission of information between people, divisions, departments or units within the same level of organizational hierarchy [5]. However, today we see that horizontal, or as they are called lateral, communication is easily driven into other parts of the social and business hierarchy. Twitter, Facebook, and other networked communication systems provide the opportunity for direct information exchange between all levels of the social or business system: from the president to the simple worker or citizen. In such networks, millions of new information sources – personal pages, twitter-accounts, YouTube channels, and more – have emerged and are actively developing. Numerous of this information sources have several or many followers, which may even surpass the leading classical media audience. And the quality of these followers is very different – the president of the corporation, an ordinary employee and an ordinary employee together with the president of the competitor's corporation can follow the same information source. Today, few people are surprised at the fact that a businessman from one country with the help of twitter message is publicly negotiating with a businessman from another country. These negotiations are commented on by tens of thousands of people, including a third-country prime-minister. As it happened, for example, in the spring of 2017, when American businessman Elon Musk contacted via twitter an Australian businessman, Mike Cannon-Brookes, regarding the power utility's construction in southern Australia. This dialogue was commented and distributed by thousands of different people around the world. The Prime-Minister of Ukraine Volodymyr Groysman himself followed this conversation and publicly offered Elon Mask to implement such project in Ukraine and received an answer from him [6].

This example is a vivid illustration of a horizontal (or rather networked) communication model work, built on the principle of "everyone can tell their story and hear the story of everyone". But this is also an example of communications are becoming more interactive, dialogic. When two people are joining the conversation – tens, hundreds, and even thousands of other

4

people – as interlocutors, commentators, repeaters. And their statements and thoughts actively influence the course of conversation and the perception by other viewers. And this interactivity is another major consequence of technological changes in communications.

By definition, the interactive model of communications (also known as convergence model) deals with the exchange of ideas and messages taking place both ways from sender to receiver and vice-versa [7]. And one of the key formats for interactive communication is the dialogue format. Numerous participants can take part in such a dialogue and the dialogue itself can lead to the appearance of new information messages. Usually, dialogues arise when contains an idea that is: topical (interesting) for the audience; fit into the picture of the universe (outlook) of the audience, presented in a language understandable to the audience, and when the dialogue's participants and observers see their benefit (or threat) from the idea itself and its discussion [8]. In our research, the dialogue formats importance is that they are becoming an increasingly common communication form. That during the dialogue its members can change their attitude to the subject or objects of the dialogue is one of the most important factors. But that the dialogue itself, and its parts (theses), can generate new information messages, even more resonant compared to the original source. In the example of the above-mentioned dialogue, Elon Musk, Mike Cannon-Brookes, the Ukrainian Prime-Minister's intervention created a new and rather powerful wave of discussion in the Ukrainian information environment, in particular, social networks. When the Ukrainian mass media wrote positive reviews and comments on the proposal of V. Groysman to E. Mask in the vast majority, in social networks, on the contrary, a wave of irony and criticism spread to Mr. Groysman [9]. Among the irony key themes was the exaggeration of the role of V. Groysman in Mask's dialogue with Cannon-Brooks, which was laid out in the official media and a significant exaggeration of the enthusiasm of the Mask's response on Groysman's proposal. Subsequently, there was information about the official E. Mask response, in which he refused to cooperate, referring to the high level of corruption. This answer was called a fake. And the controversy around it gave rise to a new wave of comments and informational messages [10]. It seems that the Prime-

Minister and his reputable advisers also relied on a completely different reaction from people than they have received at present. This story clearly shows they have not sufficiently calculated the possible scenarios for the development of its information action and its possible consequences. Even though, a decade ago, this story could not have happened at all or happen exactly with that scenario and with the result expected by V. Groysman and his advisers. Therefore, for the public opinion's formation, there would be enough positive releases placed in the media, and an ironic discussion would not have become so massive.

Another important factor is the dramatic increase in the communications speed and the information's amount. Every second we create new data. For example, we perform 40 000 search queries every second (on Google alone), which makes it 3,5 searches per day and 1,2 trillion searches per year. This is the data of 2015, which leads to Bernard Marr, a strategic performance advisor, and analytics [11]. People create, search and distribute information at an insane rate. And it was mentioned above – the information not only quickly spreads, but also very quickly "migrates" between information sources. For example, in 2010 mathematicians from the University of Rome La Sapienza conducted an experiment to study the speed of information's dissemination. At their request, the US resident put a post on his Twitter with information that the Italian scientists failed a study on which the Italian government has given a lot of money. It took only 17 hours for the large Italian newspaper Corriere della Sera to devote an entire article to this topic [12]. Subsequently, this research team developed a mathematical model based on the theory of graphs and allows simulating trajectories and the speed of information dissemination in dynamic network systems [13].

All of the above-mentioned factors lead to the fact that today the act or lack of act for the public object (in business or politics) can get a quick and powerful response from stakeholders. Moreover, it should be noted that the reaction may occur with one stakeholder and quickly trigger a reaction (to capture attention, affect the attitude) and other stakeholders. A striking example is an event that took place in April 2017 with United Airlines. The aggressive actions of the airline staff towards its client-passenger became widely publicized on the Internet, resulting in the company losing

250 million dollars over the next few days [14]. The negative reaction from the customer caused a quick reaction from stakeholders-investors. And all this happened within hours.

Based on the mentioned above factors, the authors formulate the problem for the public objects in the following way: changing the communication model and increasing the rate of information dissemination creates additional risks for public objects for unpredictable and uncontrolled dissemination and reinterpretation of their actions and information messages, which, in turn, can negatively affect the subject's reputation and lead to serious losses, in particular – financial.

There is a need for an instrument (technique) that will provide an opportunity to quickly and qualitatively evaluate the possible information response of different stakeholders to the action or inactivity of the object in different situations and conduct a dynamic and controlled modeling of the mutual influence of different stakeholders on one another for public figures.

This formulation of the problem became a challenge for one area of its own scientific and practical work of the research center ReputationLab (Ukraine). The research work was conducted from 2012 to 2014, and from 2014 to 2017 the developed technique testing was carried out in practice.

2. The analysis of existing methods for solving the problem and formulating a task for the optimal technique development

The analysis of existing research tools has shown their inadequate efficiency to solve the above-mentioned problem.

For example, such a classic method of detecting people's motivation and reactions to the activity or message of a research object, as a focus group, has very significant limitations when used to solve this problem. First, focus groups do not solve the problem of identifying and modeling the flow of communication between stakeholders and identifying the impact of some stakeholders on others. When the group is recruited from representatives of one stakeholder, the researchers cannot investigate the impact of some stakeholders on others. And if a group is formed from representatives of different stakeholders, then is actually impossible to determine and record the flow of influence of stakeholders on each other. In addition, using the

focus groups method to address such problems, the factor of opinions subjectivity and evaluations are significantly increasing. Therefore, is logical that different groups, formed on the same briefing and conducted by the same moderator, can give very different results. Moreover, the focus groups methodology, in general, does not involve dynamic situations modeling and testing of various variants of the research object, which is precisely one of the key tasks in solving a problem. Therefore, to get closer to solving the problem of identifying the possible reactions of different stakeholders to the research's object and simulate the dynamics of the mutual influence of different stakeholders, it is necessary to hold a very large number of focus groups. This makes the use of this method ineffective for the time and cost of research parameters, and the results of such research are too complicated in the processing and practical application.

The business games method (such as a monopoly or tycoon) is more consistent with the task. It enables the step-by-step situation modeling in an interactive format [15]. However, this technique also has significant limitations. For example, in most business games there is a fixed game plot that can not actually be modified to simulate different situations and adapted to the various research objects specifics. In addition, business games almost do not allow seeing and fixing clearly the mutual influence of different stakeholders on the research object and on each other.

The most appropriate method for solving the problem was the Military simulation and RPG technique, especially Live Action [17].

The military headquarters games methodology has been actively used since the mid-twentieth century and has spread to business and social practices [16]. Its main advantage, according to the authors, is that the Military simulation technique allows simulating processes and interactions in the format is as close to reality as possible. But this advantage, at the same time, is also a certain disadvantage if used for solving our problem. Because the factorial approach to modeling restricts or even completely eliminates the creative factor that has a significant impact on the communication effectiveness.

On the other hand, the role-playing technique (RPG), on the contrary, works mostly with unreal spaces in which the game participants perform

8

their roles [17]. Therefore, this technique has significant limitations in creating possible development of events scenarios, since role-based thinking creates inaccurate predictions [18].

The study's authors summarized the analysis results as follows: existing methods of qualitative research and modeling behavior of various subjects have significant limitations when used to solve the problem. Focus groups do not give an opportunity to examine processes in the dynamics and multidirectional communications. Business games have limitations on the new workshops formation and the method adaptation to specific tasks. Military games have limitations when testing creative decisions. RPGs have limitations on the events prediction in real life development.

Based on these conclusions of existing techniques and methods analysis, our research team formulated the following task for the development and testing of a new technique: to create a technique that in a step-by-step modeling allows testing different scenarios of information behavior (statements, actions) of public objects in interaction with key stakeholders and between them in the space closest to the real.

The new technique, which later became known as Simulation World by the ReputationLab (SW-ReaLity), based on a combination of Military simulation and role-playing game techniques, which was supplemented by the "Position Maps" technique previously developed by ReputationLab (Ukraine) [19]. Position maps allow capturing and to visualize the positions and interactions of different subjects in a single information space and coordinate system. It also allows viewing this process in dynamics. To visualize interactions, a two-dimensional projection of entities in the coordinate system is used: material-spiritual and private-general. With this method, it is possible to instantly fix the relationship between objects/stakeholders and create scenarios for the events in time development: a series of maps in the system past, present, future. According to this technique, the design object is in the center, and the key subjects (stackers) are positioned around it, whose positions correspond to their behavior patterns in the projection on the coordinate system at the time of fixation (Figure 1).
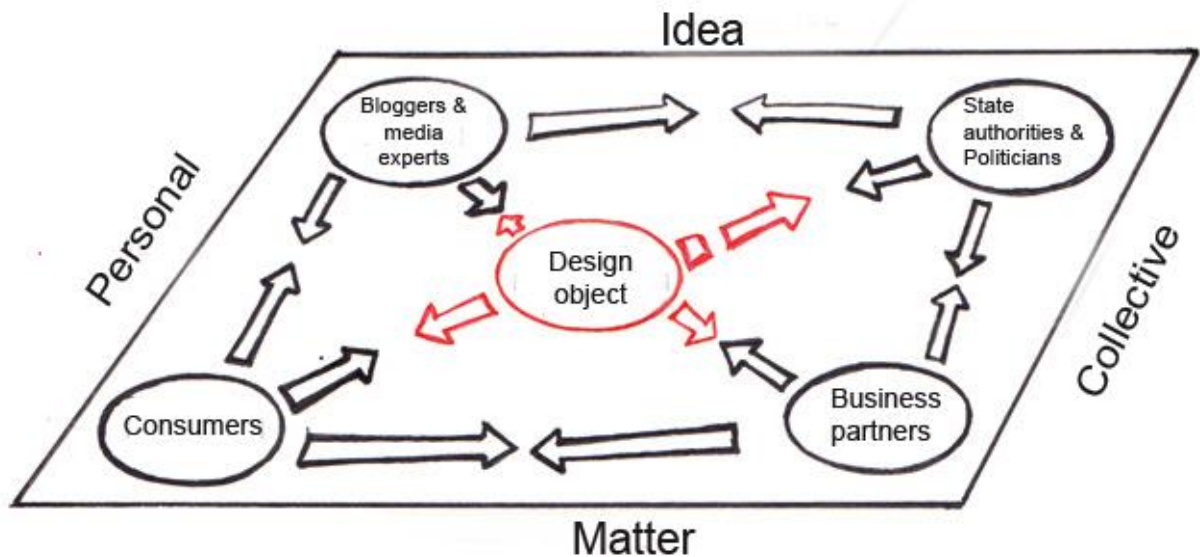
Figure 1. Stakeholder interaction map
(source: compiled by the authors)

3. The implementation description of the SW-ReaLity technique

The SW-ReaLity technique allows a safe experiment to create and test communications strategies and tactics in the model space that is as close as possible to reality. This technique brings a possibility to work both with communications, and with business strategies, personnel and product solutions, etc.

The basis is the thesis on the information space unity and the information connectivity of its subjects. According to this thesis, various subjects of the information space form an interconnected system of influence on the design object. And vice versa – the actions (acts) of the object of design influence directly or indirectly on all the subjectivity of the information field.

The technique is implemented in the offline workshop format with 20 to 60 participants (now the ReputationLab team is working on creating an online format). The gaming teams are formed from the participants – real or gaming objects of business or social activity (companies, political parties, social systems, etc.) and stakeholder teams.

Each gaming team is one of the market operators or social/political system in which research is conducted. For example, when modeling a

banking market, each team is a commercial bank. When modeling a political system, each team is a party. Also, gaming teams can represent both different entities and different versions of the same object. For example, in modeling the banking market teams can be different banks and different "versions of behavior" of the same bank. Thus, this technique allows to model both market behavior and the social system with different players and to develop different scenarios of subject's actions or behavior models.

Stakeholders are placed around the teams. Among them are public authorities, the public/consumers, investors, the media, and others. The stakeholders can act as real representatives of the relevant stakeholder group and specially trained experts. Stakeholders can act as logic inherent to this stacker in real life and according to the logic defined by the moderator. For example, while modeling a socio-political space, the legislature can act according to the logic of the real parliament but can act as a moderator of a particular logic and behavioral model. This allows simulating both the development of real situations and the creation of virtual models, for example, to study the probable future. The type and format of stakeholders are selected when designing work for a specific task, taking into account the specifics and nuances of the issue/situation that is the subject of the study. Also, for a specific task, the study of stakeholders is granted or abandoned certain opportunities. Thus, the technique allows testing different behavior models of stakeholders and their influence on each other and on gaming teams.

In addition, certain stakeholders may be represented by more than one participant. For example, a stakeholder "public" is most often represented by several subgroups with a different pattern of behavior: "pensioners", "budget employees", "entrepreneurs", "middle class", etc. Each of these subgroups may include several individuals who either have a common point of view or have different opinions. Here, the weight of each point is diminished by the number of participants in the subgroup that supported it. Also, different stakeholders can integrate into their actions, thus enhancing their impact on the object/objects and other stakeholders.

The simulation proceeds step by step in the Turn-Based Strategy (TBS) principle basis: the work comprises a fixed moment's sequence of time-

cycles (or steps) during which players do their actions. All participants should speak in the same: gaming teams and stakeholders. Communication between gaming teams and stakeholders is through public channels: statements by teams and stakeholders are made in a common information space.

The work begins with the fact that the task is announced to all participants – the game's plot: the situation (model) description from the real life (or a specially designed situation/model), and the stakeholders' behavior is determined by the logic of their behavior: real or determined by the moderator.

Gaming teams have a limited time to prepare and proclaim their public statements. After all the teams make their message in turn (public statement), the stakeholders' representatives will comment and give an estimate of "money": the stakeholders will give or take away from each team a certain number of points. The number of points that can be given or taken by each specific stakeholder is corresponding to its "weight" (real or determined in the gaming plot). For certain game puzzles, some stakeholders may not have "money," and only have "the right to vote" – the opportunity to comment and thus influence other stakeholders who have "money". Or certain stakeholders can only "impose a fine" – to withdraw a certain number of points without the opportunity to give them.

Participants (gaming teams and stakeholders) operate in an intensive format – they are given a very limited time to prepare and present a message or to plan their commentary on previously made messages.

Each cycle ends with summing up the results: what statements were made, what comments were received and how much "money" was earned or lost by this or that team. After that, the participants move on to the next cycle – the new solutions and information messages development, taking into account the results of the past tact: the opponents' actions (other gaming teams) and the stakeholders' reaction. The teams' statements and the stakeholders' response in each work cycle are recorded on a separate position card [19], which is a sequence of actions deployed at the time and used for an analysis after the workshop completion.

The workshop's duration depends on the required depth of processing the model (task) and the level of training of its participants. From the practice of technique's using at the initial processing of the typical situation for participants (average level of training), 8–10 work cycles (cycles) are enough and last up to 8 hours. The demonstration workshop format provides 4 work cycles and lasts two-and-a-half hours to three hours.

4. Practice of technique's application

The experience of the practical SW-ReaLity technique's application by ReputationLab experts in commercial and public projects proved that technique is quite versatile and convenient in practical use and combines well with other research methods, simulation, and training. From the ReputationLab experience, SW-ReaLity can be used to solve both strategic and operational tasks.

The technique's use for solving strategic tasks involves identifying or modeling possible scenarios of information interactions in business or social systems of different sizes.

The technique has shown its effectiveness (including time and cost parameters) in behavior modeling of different stakeholders in the systems from the level of the country and sectors of the economy, to modeling the competitive behavior of operators of a particular market, and testing different scenarios and their subsequent implementation to the level of specific information messages. It allows both to identify potential threats and opportunities for market operators, and to create multi-factor scenarios for operators, and more accurately identify key points and the time of information efforts application.

In particular, this technique was used in the project of outdoor advertising of Ukraine market's modernization, which was developed and embodied with the ReputationLab experts participation from 2012 to 2016. Within this project, ReputationLab (Ukraine) experts conducted several open-and-closed workshops using the SW-ReaLity technique, which resulted in a strategy for industry upgrades that included possible and probable behavior scenarios for key stakeholders [20; 21]. The scenarios availability allowed the industry and its leading operators to correct their

actions promptly and improve their performance (in particular, financial) even in the situation of the unexpected economic crisis in Ukraine in 2013–2015 and obtain the highest rates of recovery in the Ukrainian media market [22].

Also, this technique was used by ReputationLab (Ukraine) experts in public nonprofit projects. In particular, in a series of simulation workshops on Ukraine's information protection held in the summer of 2014 and the Strategic Tournament "Ukraine 2030", held in December 2016 [23]. As an example of these projects, the technique has demonstrated its effectiveness in working with large multifactorial social systems and allowed to carry out operative, qualitative testing of various models of actions and communications of the design object – Ukraine in the global context – planning a strategic vision of opportunities and threats.

It also proved effective to use the technique in the operating environment of business and social systems.

Today one of the leading trends in the technique's use is the specialists training both communications professionals and senior and middle management of business operators and political systems. Thanks to this technique, specialists can see clearly how the modern communication model works, its capabilities and key differences from the classical communication model, which was relevant in the 20th century and which is still the basis for many university curricula and specialized courses, in particular in Ukraine. In addition, participants in the training using the SW-ReaLity technique receive a unique opportunity for a safe experiment and test the gained theoretical knowledge in the model space, as close as possible to the real one.

An example of such technique's application is a series of events that were held with MIM in 2016 within the framework of the Reputation Forum: For Managers of the Future, co-sponsored by ReputationLab [24; 25].

In educational and teaching techniques, SW-ReaLity combines optimally with classical lecture and seminar formats and enables participants to quickly and securely gain experience in applying knowledge in practice. One form of technique's application in the communications specialists

14

training involves its combination with lectures by specialists according to the scheme: a block of lectures – workshop SW-ReaLity – a block of lectures – workshop SW-ReaLity – a joint analysis of the results. This approach enables to increase the level of theoretical material assimilation and the personal skills development of its application. In addition, the rotation of the participants between gaming and stakeholder groups allows them to see and personally feel different behavior patterns of actors and their impact on communication tactics and design strategies. In particular, participants in curricula using the SW-ReaLity technique are in the role of both the market operator and the consumer, and the head of the regulatory body, etc. The technique's use is also appropriate in the initial programs of the top and middle managers since they enable to assess visually the impact of communication on the business and social systems overall performance. And to test existing and promising managerial or product solutions in the model space, as close to real as possible.

The author of the study sees a separate and promising area of technique's application using it as a tool for testing goods and services. In fact, the technique allows research to be carried out in the classical focus groups but do so in a 360-degree format and in dynamics. In this application format, gaming teams are not market operators or social systems but a specific product or service. They present to the stakeholders not only the product itself or the service, but also its communication (advertising) shell, including in the form of specific text and visual products. Such technique's application allows to significantly optimizing wiping time for testing new products and minimizing the risks of a distorted interpretation of marketing and advertising messages. And also test different models of product or service promotion in the system of interaction and mutual influence of different stakeholders.

Another area of operational application of the technique is the development and testing of specific scenarios if a spontaneous information crisis or a planned informational attack. As already noted, the technique allows to work out (simulate) crisis situations from a real life, and specially designed. So, for example, in June 2017, during the open SW-ReaLity technique workshop, the company's behavior patterns in a spontaneous

crisis situation were analyzed, based on the situation with the United Airlines company, which was already discussed in this material and the virtual model designed from a few real cases of Ukrainian companies practice. According to the results in both models, the teams that analyzed the causes of these situations in the shortest possible time and find the most optimal strategic decision that took into account the different stakeholders response and the behavior of other gaming teams were the most successful. Those who went "in occasion" in the situation, focusing only on responding to the external manifested reaction of stakeholders, clearly convinced that such a strategy inevitably leads to defeat. The participants, commenting on the technique, especially emphasized that important for them to find out that in the modern world (and even more so in its immediate future) the dialogue formats of communication and the principle "everyone hear each" receive more and more influence, and to experiment safely with different tactics and strategies in this rather new situation for them [26].

The intensive format of the workshop participants' work allows us to check the level of specialists' readiness for action in crisis conditions. In particular, experts find themselves in a situation where it is necessary to analyze numerous of different factors in a very short time frame, and they need to be very clear and meaningful to formulate their messages. In this format, the SW-ReaLity technique can also carry out the tasks of the team building and qualification testing of employees.

Thus, the authors of the research and technique development have reason to consider the main task of the study performed. And today the research team continues to work on improving the technique, in particular, its use in solving specific strategic and operational tasks in business and social systems and creating a training base for the moderators' preparation and analysts for the projects creation and implementation using the SW-ReaLity technique. The online platform development for this technique in the test space format for products and services (360-degree dynamic focus) and the solutions testing to overcome the spontaneous information crisis or the planned informational attack on business and social systems reflection has begun.

Conclusions

Based on the results of own research by ReputationLab (Ukraine) and practical testing, the SW-ReaLity technique was created, which in a step-by-step modeling allows testing different scenarios of public objects information behavior (statements, actions) in interaction with key stakeholders and each other in the maximum approximation to real life.

This technique is applied in strategic and operational activities of business operators and social systems.

In the strategic horizons, the technique provides the opportunity to develop strategies for the operators of social and business systems of various levels behavior (from international to market markets of local markets) and proved its effectiveness, in particular, with the "value of finance and time" parameters.

In the operational horizons, the technique is effectively applied to:

– specialists training in marketing and social communications;

– middle and senior managers of social and business systems operators' training;

– development and testing of scenarios aimed at overcoming the spontaneous or planned (external aggression) information crisis;

– dynamic and multi-threaded testing of new products and services and their marketing strategies and tactics;

– development and testing of specific information actions and messages within the framework of a general business strategy or strategy for the social and business systems of various levels development.

The research further development is:

a) creating the technique's online version;

b) creating a training base for moderators and experts who have the theoretical and practical knowledge using the technique;

c) creating scenarios and formats for applying the technique for solving new communication tasks and working on improving the technique application in the above strategic and operational applications.

References:

1. How much time do we spend on social media? [Electronic resource]. – Access mode : http://mediakix.com/2016/12/how-much-time-is-spent-on-social-media-lifetime/#gs.rPNYGG8.

2. Khalaf S. The cable industry faces the perfect storm: Apps, App Stores and Apple / S. Khalaf // Flurry Analytics blog [Electronic resource]. – Access mode : http://flurrymobile.tumblr.com/post/128773968605/the-cable-industry-faces-the-perfect-storm-apps.

3. Kashpur A. Reputation / A. Kashpur. – Kyiv : Lohos, 2015. – 320 p.

4. Argenti P. Reputation and the corporate brand / P. Argenti // Corporate Reputation Review. – 2004. – № 6. – P. 368–374.

5. Horizontal Communication: Definition, Advantages, Disadvantages & Examples [Electronic resource]. – Access mode : http://study.com/academy/lesson/horizontal-communication-definition-advantages-disadvantages-examples.html.

6. Elon Musk is ready to start the project on conservation of renewable energy in Ukraine [Electronic resource]. – Access mode : http://z-news.link/elon-musk-is-interested-in-energy-projects-in-ukraine/.

7. Interactive Model of Communication [Electronic resource]. – Access mode : https://www.businesstopia.net/communication/interactive-model-communication.

8. Kashpur A. Dialogue communication format / A. Kashpur [Electronic resource]. – Access mode : http://reputationbook.org/book/format-dialoga.

9. Groisman was mentioned in "Twitter" [Electronic resource]. – Access mode : https://bbcccnn.com.ua/blogy/groismana-zatrollili-v-tvittere-skrinshot/.

10. Tesla's letter on rejection of Ukraine offer "fake" – Groysman's spox [Electronic resource]. – Access mode : https://www.unian.info/economics/1866371-teslas-letter-on-rejection-of-ukraine-offer-fake-groysmans-spox.html.

11. Marr B. Big Data: 20 Mind-Boggling Facts Everyone Must Read / B. Marr [Electronic resource]. – Access mode : https://www.forbes.com/

sites/bernardmarr/2015/09/30/big-data-20-mind-boggling-facts-everyone-must-read/#3eb0679317b1.

12. The mathematical formula for how celebrity gossip spreads on the internet [Electronic resource]. – Access mode : http://www.dailymail.co.uk/sciencetech/article-1262611/The-mathematical-formula-gossip-spreads-internet.html.

13. Rumor Spreading in Random Evolving Graphs [Electronic resource]. – Access mode : https://link.springer.com/chapter/10.1007%2F978-3-642-40450-4_28.

14. Kottasova I. United loses $250 million of its market value / I. Kottasova [Electronic resource]. – Access mode : http://money.cnn.com/2017/04/11/investing/united-airlines-stock-passenger-flight-video/.

15. Business game [Electronic resource]. – Access mode : https://en.wikipedia.org/wiki/Business_game.

16. Military simulation [Electronic resource]. – Access mode : https://en.wikipedia.org/wiki/Military_simulation.

17. Role-playing game [Electronic resource]. – Access mode : https://en.wikipedia.org/wiki/Role-playing_game.

18. Armstrong J.S. Assessing game theory, role playing, and unaided judgment / J.S. Armstrong // International Journal of Forecasting. – 2002. – № 18. – P. 345–352.

19. Kashpur A. Position maps / A. Kashpur [Electronic resource]. – Access mode : http://reputationbook.org/book/pozicionnye-konfliktnye-karty.

20. Workshop "City as marketing communication" [Electronic resource]. – Access mode : http://ooh.in.ua/itogi?nid=128&lang=ru.

21. Workshop "Agenda of the ooh-industry for 2014–2015" [Electronic resource]. – Access mode : http://ooh.in.ua/itogi?nid=129&lang=ru.

22. Lazebnik M. The volume of the advertising market of Ukraine 2015 and the forecast of market volumes 2016 / M. Lazebnik [Electronic resource]. – Access mode : https://goo.gl/rzCQnS.

23. World in 2030 [Electronic resource]. – Access mode : http://hvylya.net/analytics/society/mir-v-2030-godu.html.