

**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
KYIV NATIONAL ECONOMIC UNIVERSITY named after VADYM HETMAN**

**Faculty of Economics and Management
Management Department**

FIELD OF STUDY	07 Management and Administration
SUBJECT AREA	073 Management
EDUCATIONAL PROFESSIONAL PROGRAM	Management of business organization

Form of education: full time education

QUALIFICATION BACHELOR WORK

On topic: «Development of the business organization digital strategy»

Student: Mariia Marynich

Supervisor: Oleksandr Kalinin

**The work is accepted for defense before the examination
by the commission for the attestation of students of
higher education (EK)**

Head of the Department of Economics, Prof. Sahaydak M.P.

(signature)

Kyiv 2023

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AGREED:

Head of the project team (guarantor) of the
educational program

Olena SHATILOVA



«14» February 2023

APPROVED:

Head of Department

Mykhailo SAHAIDAK

«14» February 2023

INDIVIDUAL TASK

student Marynich Mariia

**full-time education
for the preparation of qualifying bachelor's work**

Topic: «Development of the business organization digital strategy»

The topic was approved by the order of the Rector of the University «21» February 2023 № 352 cr.
Qualifying bachelor's work is performed on materials of LLC “ULIS DUDKY”

Bachelor's qualification work plan

Chapter 1	Theoretical aspects of modern digital strategies in business organization
Chapter 2	Analyses and improvements of the digital strategy of business organization

Object of study:	Process of formation and development of a digital strategy of a business organization
Subject of study:	Theoretical and practical aspects of digital strategy
The purpose of study:	Analyses of the digital strategy, development of practical recommendations for the improvement of the digital strategy of business organization

Specific tasks that the student must perform to achieve this purpose:

In Chapter 1

Research of the theoretical aspects of digital transformation of the management of business organization;
Explore the use and implementation of digital strategies.

In Chapter 2

Give the organizational and economic characteristics of the business organization;
Conduct an extended analyses of the digital strategy
To propose and develop directions for the development and improvement of business organization digital strategy

**Prepared the task
supervisor**



Oleksandr KALININ

**The task was received by the
student**



«06» February 2023
Mariia MARYNICH

«06» February 2023

ABSTRACT

The qualification bachelor work contains of 62 pages, the total volume of the of the main part is 40 pages, 4 illustrations, 7 tables, 10 appendices and 33 used sources.

« Development of the business organization digital strategy»

The object of study is analysis and process of implementation of digital strategy processes

The subject of the study is theoretical and practical aspects of the digital strategy in business organization LLC "ULIS DUDKY".

The purpose of the qualification bachelor's work is to provide a comprehensive analysis of the theoretical and practical aspects of digital transformation management in the context of developing a digital strategy for a business organization LLC "ULIS DUDKY".

Tasks of qualification bachelor's work:

- analysis of theoretical foundations of digital business transformation;
- reveal the main aspects for the implementation and use of digital transformation;
- analysis of general information about ULIS DUDKY LLC;
- identify and analyze the company's current digital strategy;
- development of directions for development and improvement of the digital strategy of ULIS DUDKY LLC.

The practical significance of the results. Research results can help:

- identify the strengths and weaknesses of the digital strategy, which will allow the company "ULIS DUDKY" to improve this system;
- identify the factors and tools of digital strategy that have the greatest influence on the conduct of business in the company;
- improve and improve the digital strategy by implementing the proposed innovations.

Year of bachelor's qualification work 2023.

Year of defense of bachelor's qualification work 2023.

Keywords: *digital strategy, digital transformation, business-organization, innovations, digitalization, information technologies, user interface design.*

Review

for qualification bachelor's work
applicant for the Faculty of Economics and Management of the field of study 07 "Management and
Administration" subject area 073 "Management"
educational and professional program "Management of business organizations"

Marynich Mariia

(surname, initials)

on the topic Development of the business organization digital strategy

(title of the topic)

Logical-structural level of work: The relevance of the study is substantiated; mutually agreed and formulated the topic, object, subject, purpose and objectives of the study; the titles of the sections are mutually consistent and correspond to the topic; the conclusions correspond to the tasks.

Search depth level: A representative array of classical, polemical foreign and domestic bibliographic sources with a total number of more than 30 titles published in professional and analytical journals revealing the basis of research problems was used, a representative array of documentation from the business organization – the object of research corresponding to the research problems was used and confirmed by photocopies in appendices, own empirical studies were conducted.

Theoretical and methodological level of work: The basic concepts and techniques for defining and solving problems of a business organization are defined, there are justifications for the choice of research methods, the author's position on the compliance of the selected methods with the CBD topic and research issues is clearly indicated.

Diagnostic and constructive level of work: The diagnosis of the research problem is carried out, the appropriate factual material corresponding to the chosen methods is reasonably selected, and the author's comments on the confirmation of the research results are provided, the proposal is justified and corresponds to the identified problems

The level of scientific ethics: The text meets the requirements completely, there are correct references, the style of presentation of the material is scientific, there are no stylistic and grammatical errors, tables, figures and references are designed in accordance with the established requirements.

Organizational level of the study: The rules for the implementation of CBW were observed, deficiencies were corrected in a timely manner, the rhythmic execution of the study, the presentation for feedback to the supervisor of a fully completed work that does not require revision.

Author's publications: abstracts of reports at conferences were published by the author.

Number of points for CBW quality: 58 points

General and professional competencies acquired by the applicant, which are necessary to perform professional duties with the possibility of adaptation in the workplace when performing / implementing tasks in a business environment.

Conclusion on the possibility of awarding the applicant the qualification of Bachelor of Management: the qualifying bachelor's thesis of Marynich Mariia is performed well and meets the requirements so it may be admitted to defense and pretend for a high score; the applicant may be awarded a bachelor's degree.

Supervisor :



Professor, Doctor of Economics, O. Kalinin

« 20 » May 2023 p.

Репензія

на кваліфікаційну бакалаврську роботу
здобувача вищої освіти

Мариніч Марія Євгенівна

Тема: “Розробка цифрової стратегії бізнес організації”

Актуальність теми: Полягає в практичних дослідженнях цифрової стратегії та її вдосконалення в організації. Обрана тема є актуальною для ТОВ “УЛІС ДУДКИ”

Позитивні риси роботи: Практикант наочно відобразив та презентував недоліки, які існують, чітко аргументуючи кожен пункт аналізу. Варто зауважити, що практикант використовував сучасні ресурси для презентації результату роботи, що дало можливість дуже змістовно та наглядно переглянути запропоновані покращення. Практикант однозначно відповідальний та компетентний у питаннях, що пов’язані з обраною темою дипломної роботи.

Зауваження до роботи: Не виявлено

Практичне значення одержаних результатів: Полягають у вдосконаленні наявної цифрової стратегії ТОВ “УЛІС ДУДКИ”. Як результат, зважаючи на відмінний результат практикант отримав пропозицію на подальшу співпрацю з відділом Маркетингу. Варто зауважити, що практикант абсолютно компетентний у термінах та питаннях, що пов’язані з темою практики. Практикант детально дослідив питання роботи сайту компанії та запропонував ряд покращень, що можуть позитивно вплинути на підняття завантаження об’єкту, а також змінити враження користувача з точки зору «Шлях Гостя по ресурсу». Після чого практикант запропонував декілька поетапних змін, що можуть бути застосовані на різних етапах і окремо один від одного, оскільки деякі з них потребують фінансових вкладень.

ТОВ “УЛІС ДУДКИ”

Операційний директор



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INTRODUCTION

Relevance of the research topic. The development of a digital strategy for a business organization is a highly relevant and essential research topic in today's rapidly changing business landscape. With digital technologies continually advancing, businesses need to keep pace with the latest developments to remain competitive and relevant.

Firstly, a digital strategy is an essential component of any modern business plan, as it helps organizations to leverage digital technologies to achieve their strategic goals. By developing a comprehensive digital strategy, businesses can identify the most effective ways to integrate digital technologies into their operations, enhance customer experiences, and gain a competitive edge.

Secondly, digital technologies have become increasingly important in recent years, with many businesses using them to drive growth, increase efficiency, and improve customer experiences. With the COVID-19 pandemic forcing many organizations to shift to remote operations and online communication channels, the need for a robust digital strategy has become even more urgent.

Furthermore, digital transformation is not just about implementing new technologies but also requires changes to organizational culture, processes, and business models. Developing a digital strategy requires a deep understanding of the organization's goals and objectives, as well as the opportunities and challenges presented by the digital landscape.

The purpose of the research is to provide a comprehensive analysis of the theoretical and practical aspects of digital transformation management in the context of developing a digital strategy for a business organization LLC "ULIS DUDKY". To realize the set purpose, it is necessary to perform the following **tasks for the research**:

- analysis of theoretical foundations of digital business transformation;
- reveal the main aspects for the implementation and use of digital transformation;
- analysis of general information about ULIS DUDKY LLC;
- identify and analyze the company's current digital strategy;

- development of directions for development and improvement of the digital strategy of ULIS DUDKY LLC.

Object of the study is implemented digital strategy processes.

Subject of study is theoretical and practical aspects of the digital strategy in business organization LLC "ULIS DUDKY".

Research methods include general scientific methods, which include the analysis of literary sources and Internet resources, search and characterization of information based on the study of the main tools of digital strategy (site, social networks, etc.).

Practical significance of research results. Research results can help to:

- identify the strengths and weaknesses of the digital strategy, which will allow the company "ULIS DUDKY" to improve this system;
- identify the factors and tools of digital strategy that have the greatest influence on the conduct of business in the company;
- improve and improve the digital strategy by implementing the proposed innovations.

The research information base contains external sources such as academic studies, journals of applied and scientific research, statistical information, and articles. These sources include statistics and case studies on the experiences of other well-known firms, as well as theoretical concepts and principles on digital transformation and strategy.

Internal sources include information about the digital strategy and resources used for its implementation, available financial, material and other resources used in the business organization of LLC "ULIS DUDKY".

Structure of work. The total volume of the work is 62 pages, the total volume of the of the main part is 40 pages, 4 illustrations, 7 tables, 10 appendices and 33 used sources.

CHAPTER 1

THEORERICAL ASPECTS OF MODERN DIGITAL STRATEGIES IN BUSINESS ORGANIZATION

1.1 Theoretical aspects of digital transformation management in business organization

Digital transformation has become an essential component of modern business management. It involves the integration of digital technologies into every aspect of a business, from its processes and operations to its customer interactions and communication channels. The digital era has revolutionized the way businesses operate, creating new opportunities for growth, innovation, and competitive advantage. Due to the manner that digital technologies are changing business organizations' operations, competitiveness, and value creation, it is critical to comprehend the significance of digital transformation management in these businesses. Organizations may create efficient digital strategies that help them stay ahead of the curve and excel in today's digital landscape by understanding the fundamental concepts, frameworks, and best practices involved in managing digital transformation.

Below, for comparison, the main definitions of digital transformation from various literary sources are presented in the table 1.1.

Table 1.1. – Range of definitions of digital transformation from different resources.

<i>Resource</i>	<i>Definition</i>
[1]	Digital transformation is the use of new, fast and often digital technologies to solve problems.

Source: 1-7

Continuation of Table 1.1

[2]	Digital transformation is the incorporation of computer-based technologies into an organization's products, processes and strategies. Organizations undertake digital transformation to better engage and serve their workforce and customers and thus improve their ability to compete.
[3]	Digital transformation is the process of using digital technologies to create new or change existing business processes, culture and customer experience in accordance with new business and market requirements. This is a rethinking of business in the digital age - digital transformation.
[4]	Digital transformation is a purposeful and long-term digital evolution of a company, business model, idea process or methodology, both strategically and tactically.
[5]	Digital transformation is the process of rethinking a business model or business process in the light of available digital technologies. It requires organization-wide coordination as it applies new technologies to fundamentally change the way it does business.
[6]	Digital transformation is the introduction of modern technologies into the enterprise's business processes. This approach involves not only the installation of modern equipment or software, but also fundamental changes in management approaches, corporate culture, and external communications.
[7]	Digital transformation can be thought of as changes driven by three interrelated forces: new technologies, new business models, and new habits.

Source: 1-7

According to all these definitions, digital transformation has become a critical issue for businesses of all sizes and industries. Rapidly evolving technologies, changing customer expectations, and new competition from digitally native startups are all driving organizations to embrace digital transformation as a means of remaining competitive and growing their businesses. Based on the proposed definitions, we can conclude that Digital Transformation is a general change in a company or industry, aimed at adaptation using new technologies, new business models and changes in user behavior in order to satisfy workers (simplifying their work with large "repositories of information"), buyers or users and be able to compete on the market with other companies.

L. Korchevska points out that "digital transformation" has an impact on organizational structure at the enterprise level by introducing new business models that benefit the company by providing customers with cutting-edge goods and services that have higher added values. Due to resource and energy savings, the automation/digitalization of business processes and the company's product and service portfolio boosts production efficiency. The organizational profile of an organization, as well as its flexibility and competitiveness, are impacted by digital transformation. [13, p. 130–131].

Having dealt with the terminology, it is worth noting the types of digital transformation that are used in the implementation of digitization in companies. Some of the most common types of digital transformation include: process transformation, cultural/organizational transformation, domain transformation and business model transformation.

Process transformation is the use of digital technologies to improve and streamline business operations. Automation of manual processes, digitization of paper-based processes, and process re-engineering to increase efficiency and effectiveness can all be part of this. Process transformation can benefit a company organization in a variety of ways, including enhanced productivity, lower costs, and greater agility. Businesses can save time and decrease errors by automating manual procedures and digitizing paper-based processes, freeing up personnel to work on higher-value tasks. Businesses can enhance customer satisfaction and boost income by re-engineering processes to make them more effective and efficient. Businesses can utilize a variety of digital technologies, such as business process management (BPM) software, robotic process automation (RPA), and intelligent automation tools, to achieve process transformation. RPA uses software robots to automate routine operations, whereas BPM software helps to manage and simplify intricate company procedures.

Domain-type transformation frequently leads to the creation of previously unthinkable new business models and products. Although domain transformation demands a considerable investment in infrastructure and technology, the potential rewards are significant. For instance, a business that transforms its industry may be able

to automate particular jobs or procedures, increasing productivity and reducing costs. Companies that adopt domain transformation are frequently better able to adapt to shifting consumer demands and market trends, increasing their competitiveness in their particular industries. Examples of this type of digital transformation can be implementation of advanced analytics and machine learning in the industry and blockchain technology.

Cultural or organizational transformation affects its culture, leadership, and general working methods in order to effectively integrate digital technologies into the workplace. Companies that want to fully benefit from digital transformation must undergo cultural or organizational change. Companies can develop a more agile and responsive corporate culture, which is necessary for innovation and growth, by adopting a digital-first attitude and embracing digital technologies. Creating cross-functional teams to promote collaboration between various departments, promoting a culture of experimentation and risk-taking, and embracing agile development approaches to quicken product development cycles are a few examples of cultural or organizational transformation.

Business model transformation is to increase operational effectiveness, produce new revenue streams, and provide new value to customers. This could entail using digital technologies to build new goods or services, inventing new business models that are more appropriate for the digital age, or collaborating with other companies in innovative ways. The change of business models is influenced by numerous major factors. These can include shifting consumer expectations, the entry of new digital rivals, technological advancements, and adjustments to industry standards and laws. A variety of digital tools and technologies may be required for adoption by businesses. To better understand consumer behavior and industry trends, for instance, they could have to invest in data analytics tools, embrace cloud-based software platforms, or leverage blockchain technology to forge new alliances and partnerships [14-15].

It is also worth discussing the main tools of digital transformation, which include cloud computing (without the need for servers and infrastructure on-site, cloud computing enables organizations to access computer resources and data storage on-demand), internet of things (Sensors and other connected IoT devices can give businesses real-time data and

insights to enhance decision-making and streamline procedures), Artificial Intelligence and Machine Learning (automating monotonous operations, enhancing client experiences, and streamlining company procedures are all possible with AI and ML technology), Robotic Process Automation (goal of RPA is to automate repetitive, rule-based processes like data entry and report preparation), Augmented Reality and Virtual Reality (for customers or employees, AR and VR technology can be leveraged to deliver immersive experiences like virtual product demos or training simulations) [16].

Most often, the introduction of a digital strategy in a company brings generally positive changes and benefits for the company's business. However, given that the tools are different, the company must provide a preliminary analysis to understand whether it is really necessary to implement certain digital strategies, since they can be expensive, so the organization must be sure of their effectiveness. Therefore, we suggest considering the advantages and disadvantages of digital business transformation presented in the table 1.2:

Table 1.2 – Advantages and disadvantages of digital transformation management

Advantages	Disadvantages
Improved efficiency: Digital transformation can automate manual and repetitive tasks, leading to significant improvements in operational efficiency.	Cost: Implementing digital transformation initiatives can be expensive, requiring significant investments in technology, training, and personnel.
Enhanced customer experiences: By leveraging digital technologies, organizations can create personalized and seamless customer experiences that meet the needs of today's digital customers.	Resistance to change: Digital transformation requires changes to traditional ways of working, and some employees may be resistant to change, leading to cultural and organizational challenges.
Increased agility: Digital transformation can enable organizations to respond quickly to changing market conditions, customer needs, and competitive pressures.	Cybersecurity risks: Digital transformation can create new cybersecurity risks, such as data breaches, cyber-attacks, and the loss of sensitive information.

Source: developed by author

Continuation of Table 1.2

New revenue streams: Digital technologies can enable organizations to create new business models and revenue streams that were previously not possible.	Technology limitations: Digital technologies are constantly evolving, and organizations that fail to keep up with the latest developments risk falling behind their competitors.
Improved decision making: Digital transformation can provide organizations with access to vast amounts of data, enabling them to make data-driven decisions that improve business outcomes.	Data privacy concerns: The use of digital technologies can raise concerns about data privacy and data protection, leading to potential legal and regulatory challenges.

Source: developed by author

As we can see, the advantages of digital transformation management in business organizations generally outweigh the disadvantages. In business organizations, managing digital transformation has several benefits, including increased productivity, better customer experiences, increased agility, new revenue sources, and improved decision-making. By providing higher-quality services that enhance the value of their products, communicating effectively with customers and target markets, quickly building rapport with clients, reducing costs through process automation and digitization, making internal and external business processes transparent, and encouraging greater customer loyalty, businesses can take advantage of digitization's competitive advantages. Cost, aversion to change, cybersecurity threats, technological constraints, and data privacy issues are a few potential drawbacks to keep in mind. The benefits and drawbacks of digitization are listed in table 1.2 based on an analysis of the generalization of viewpoints and claims made in the works [8-10]. But organizations need to be aware of these challenges and develop strategies to mitigate them in order to maximize the benefits of digital transformation.

Effective digital transformation of an enterprise depends on creating consumer value and understanding the importance of improving processes before automating them. Effective digital transformations require a project-based approach, both for the development of digital technologies and digital services, and for their implementation as part of a digital transformation project with a clear roadmap that involves customers, consumers, and various stakeholders [11].

1.2 Explore the use and implementation of digital strategies

Businesses that want to grow in today's fast-paced digital environment have to implement and put into practice digital strategies. To gain a competitive edge and encourage growth, digital strategies combine technology, data, and customer insights.

Talking about the use and instruments of digital transformation companies use such tools, that help them to manage huge flows of information: traditional web-technologies, cloud-based services, mobile internet technologies, big data and big data architecture, internet of things, design thinking, artificial intelligence tools, robotics, advanced neural machine-learning techniques, augmented-reality technologies, additive manufacturing [12, p. 3]. The visualization of this information watch in Fig. 1.2.

Digital technologies, tools, and methods currently used by organizations, % of respondents¹

■ Respondents at companies with successful transformations²

■ All other respondents³

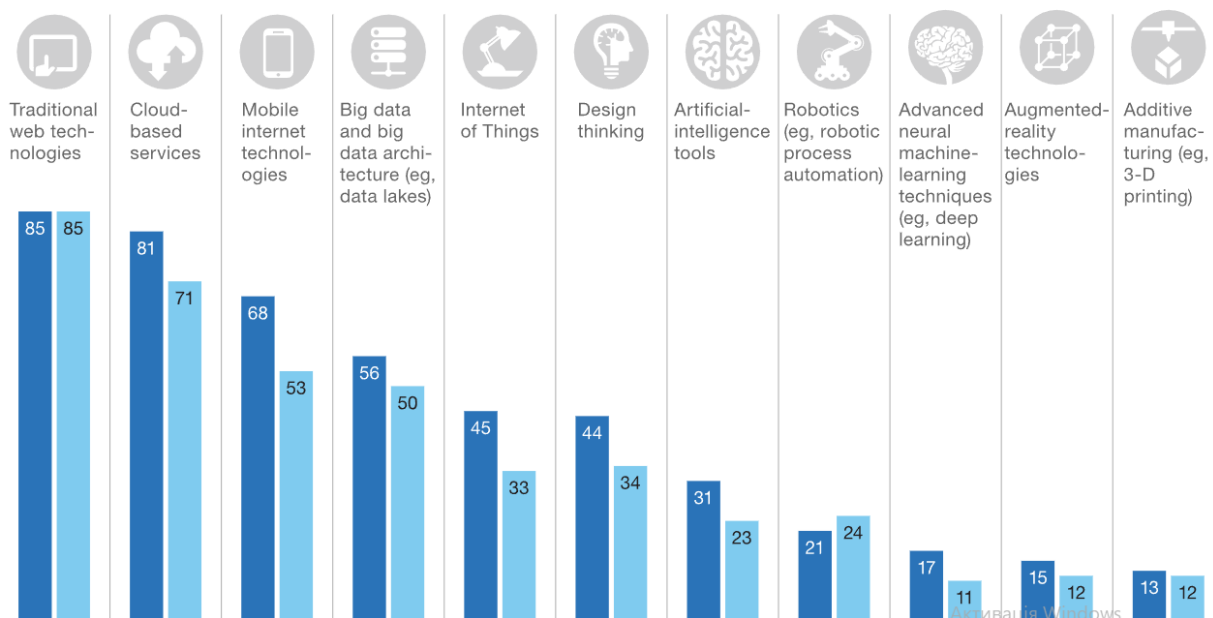


Fig. 1.1 – Evaluation of the effects of macro factors and the probability of their manifestation for PESTEL analysis

Source: McKinsey&Company [12]

Digital transformation is changing the traditional principles of doing business. The reasons for such changes include:

- Lowering the cost of launching new technological businesses.
- Accelerating the rate of diffusion of new technologies
- Effective work with data (insights) for management decision-making
- The flexibility of modern companies, conditioned by new work styles and focusing on user needs, not on products [7].

In order to implement digital transformation in your business, company need to come through four main steps, which were proposed by World Economic Forum and Bain Company (Fig. 1.2.).

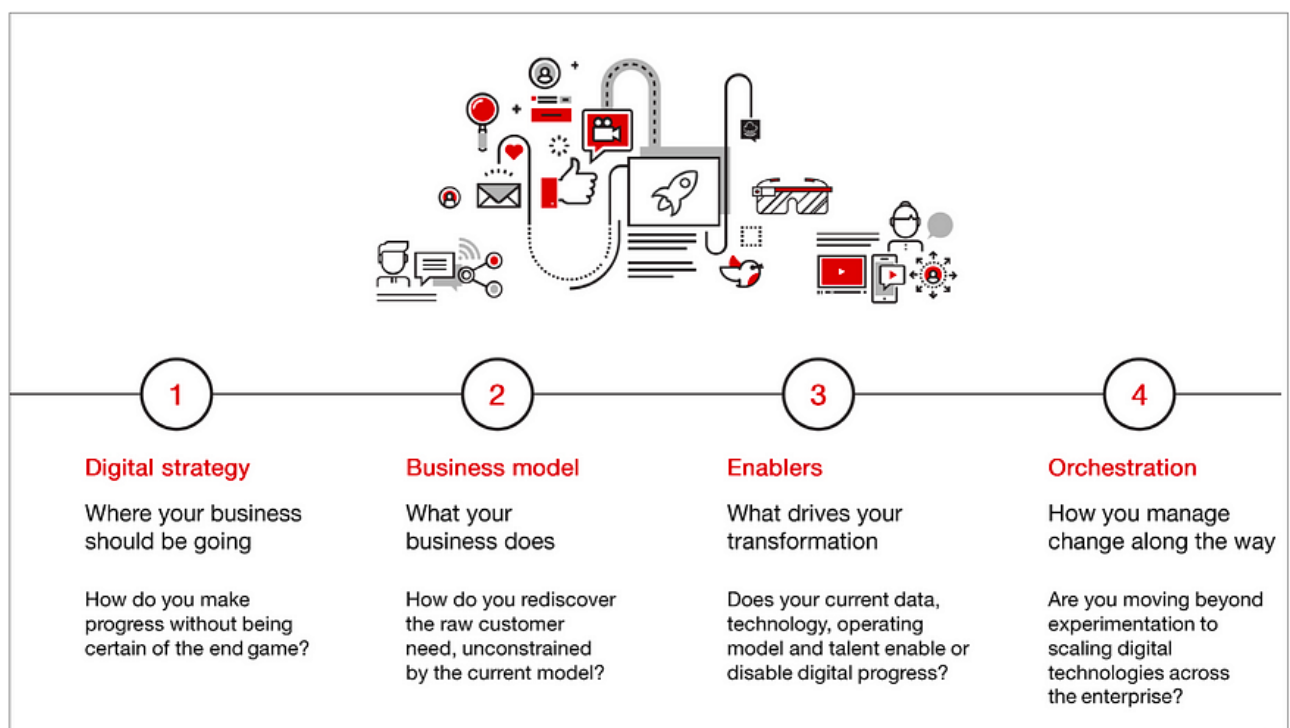


Fig. 1.2 – Transformation framework

Source: World Economic Forum/Bain & Company [7]

First step to consider is digital strategy. The concept of "digital strategy" refers to an organization's overall plan for utilizing digital technologies to further its corporate goals. It includes all aspects of digital technology, such as data management, hardware, and software. An organization can boost customer engagement and satisfaction, lower expenses, and streamline processes with a well-designed digital strategy. Any firm intending to start a digital transformation journey must have a clearly defined digital strategy. To establish a plan for digital transformation, this entails comprehending the organization's aims and objectives and matching them with digital technologies. It is

important to determine the strategic vectors of the industry, to understand the opportunities for your company and the scenarios of participation in these changes (or influence on them). The choice must be made in the following planes:

- **Ambitions:** What are the company's goals? How fast and far do we want to go?
- **Market:** In which parts of the value chain and user niches can we be present?
- **Business model:** Does it need to be changed for new realities?
- **Critical assets and competencies:** Will the strengths of today's business save us tomorrow? [18, p. 7-12]

Secondly, company needs to decide on a business model. The main question is “What your business does?”. As we mentioned earlier, defining the right business model and implementing it in your company is an important component of digital transformation. Though fundamental, strategy cannot be applied to the marketplace. A business model created for a digital organization is also necessary and should include four key components: operations, products and services, an economic model, and customer and channel interaction [18, p. 13]. The major goal in this phase is not to redesign the existing company's economic structure. To meet the needs and prospects of the digital age, it must undergo a fundamental transformation that alters not just the façade but also the basis. Regardless of the current business model, it is critical to comprehend the unique needs of the client in order to implement such adjustments. Although people's requirements are continuous, a product can only temporarily meet them [19].

The third also important step is enablers. The platforms, technology, and tools known as enablers make it possible to carry out a digital strategy. It is possible to construct and run a digital business model thanks to these digital building pieces. Cloud computing, big data analytics, artificial intelligence, the Internet of Things (IoT), and blockchain are just a few examples of the various technologies that might be considered enablers. A digital transformation can be powered by and significantly accelerated by four enabling variables when they are all in place:

- The analytics and data that guide crucial decision-making (To use data effectively, one must create a value personality by building data operations and analytical competencies around the sources of value found.);

- The systems and technology used to complete tasks (Moving from isolated information technology to technology throughout or fully integrated, which are based on flexible and modular architecture.);
- The business operating model and relationships (Are refocusing from internal collaboration to ecosystem integration.);
- The talent and culture - the "people inputs" harnessed (Becomes a more relevant topic due to the challenges of multi and cross-functionality. The culture should stimulate innovative and fast thinking, multidisciplinary cooperation, tolerance for risk and mistakes.) [18, p. 20-32].

And the last step is orchestration or realization. The ability to coordinate and integrate multiple digital systems, processes, and technologies to accomplish corporate goals is referred to as orchestration in the context of digital transformation. It entails controlling and improving how various digital ecosystem elements—such as networks, hardware, software, applications, and data sources—interact with one another. Businesses that are successful at change are experts in orchestration and often remarkable in five ways:

- **Scaling:** They are excellent in breaking down projects into manageable pieces that can be handled by small, loosely tied, and empowered teams before determining the best approach to implement them and spread momentum throughout the organization.
- **Good governance:** Clear goals and responsibilities, evaluation of success and timely stopping of projects.
- **Leadership and engagement:** Deep involvement of leaders in the process, understanding of digitalization at all levels of the company.
- **Funding and investor management:** Venture model of financing digital projects, involvement of external investors, off-budget financing of projects.
- **Regulatory and community engagement:** Proactive involvement of regulators and communities in the work [18, p. 33-42].

So, we can say, that organization needs to be proactive and strategic in their approach to digital transformation. In general, the framework offered provides a methodical approach to digital transformation that can successfully guide enterprises through the challenging and quickly changing digital landscape. Organizations may build a thorough digital strategy and implement it in a way that generates significant commercial results by concentrating on five essential elements.

One of the classic examples of digital transformation is mobile banking. New generations of users have grown up with the habit of getting everything online, 24/7, via smartphone. This behavior has been shaped by new technologies (Internet, smartphones) and related new business models. A successful digital transformation can be shown in the case of Monobank, a digital bank from Ukraine. The bank was established in 2017 and quickly became Ukraine's first mobile-online bank. Monobank's main selling point is that all of its operations take place through a mobile app, which provides a variety of financial services like money transfers, bill payment, and account management [7,17].

CHAPTER 2

ANALYZING AND IMPROVING THE DIGITAL STRATEGY

2.1 Give the organizational and economic characteristics of “ULIS DUDKY”

In the course of the internship, the object of the research was determined as the limited liability company "DREAM FAMILY", which operates from 01.03.2016 at the legal address 04070, Kyiv, Andrew's Descent, building 2/11 D. The founders of the company are Farberov Igor Vladimirovich and Lavreniuk Eugene Yurievich [20]. Therefore, the organizational and legal form of the company is a limited liability company. This holding group of companies includes Dream Hostels, Druzi Café, the site of daily rent doba.ua, and “ULIS DUDKY” (delivery of a complex of houses, maximally integrated into the natural environment) [21].

The first and only group of people who share the same values—decency, openness, and ambition—is known as the DREAM Family. Regarding guests, partners, and coworkers, every employee makes an effort to do their duties honestly and to a high standard. Additionally, "Dream Family" adheres to the idea of a "open window" - more people always fly in than leave — and is accessible to the outside world. And their ambitions drive them to always set lofty objectives and move forward. Young, ambitious, and passionate individuals make up the Dream Family team. They are all motivated to expand their enterprises and provide cool services to their customers and guests.

The task provided during the internship is directly related to the organization LLC " ULIS DUDKY " registered on 29.12.2021 at the legal address 07314, Ukraine, Kyiv region, Vyshgorod district, Dudky village. The head of the organization is Lavreniuk Yevhen. The amount of the authorized capital is UAH 5,000 [22, 23]. That’s why the analysis is concentrated actually on the “ULIS DUDKY” organization.

Concept. "ULIS" got its beginnings as a tiny business that made and marketed wooden cottages for living and relaxing. The business has added saunas, kitchen to provide guests with food, gazebos, and outdoor furniture to its product lineup over time, making it a flexible option for outdoor living and relaxation needs.

The "ULIS" founders were passionate about sustainability and environmental friendliness. They tried to establish a business that would provide cutting-edge options for clients seeking for distinctive and green home options. This enthusiasm and dedication are reflected in the company's emphasis on employing natural materials, renewable energy sources, and cutting-edge technology.

The company's approach is centered on addressing the demands of clients who are searching for a distinctive, eco-aware, and energy-efficient solution for their home and outdoor living requirements. "ULIS" accomplishes this by providing a selection of home designs and services, such as site selection and building, that can be customized to meet the unique preferences and requirements of each customer.

Another key factor of ULIS's corporate strategy is innovation. The business takes pleasure in using cutting-edge machinery and technology to create its goods and has adopted eco-friendly methods including repurposing waste materials for energy and conserving water. This dedication to sustainability and innovation fits with the expanding movement for environmentally responsible living [24].

If we talk about financial policy, then the company focuses on the market and their corporate strategy, based on this, set up its pricing policy, which is higher than on the market. On average, a house for one-night costs from 3400 to 7850 UAH, considering the number of people in the house. In some houses, if extra person will arrive, the price will rise, because of cleaning services and other. But, of course, the amount varies depending on the time of year and day of the week.

The price for a two-hour sauna for four people is UAH 1,400. At the same time, towels, slippers and drinks (water, tea) are included in the total price. The price for a vat, which holds four people and lasts two and a half hours, is UAH 2,000. At the same time, towels, slippers, hats, aromatic oils and drinks (water, green tea) are included in the total price. Also, when booking, there are options for an inclusive breakfast, namely,

cheesecakes, which cost UAH 150 per portion per guest. If you want to take your pets with you, you also need to pay an additional amount of around 500 hryvnias [24].

Type of economic activity. The main activity of this organization is in the field of accommodation for the period of vacation and other temporary residence. Other activities of the company include provision of campsites and parking lots for RVs and trailers; activities of restaurants; provision of mobile food services; supply of prepared meals for events; supply of other ready meals; beverage service; purchase and sale of own real estate; leasing and exploitation of own or leased real estate; real estate agencies; management of real estate for a fee or on a contract basis; activities of main departments (head offices); business and management consulting; rental of goods for sports and recreation; provision of other reservation services and related activities; complex maintenance of objects; general cleaning of buildings; other cleaning activities of houses and industrial facilities; other cleaning activities; activities to ensure physical comfort [22].

The construction and selling of vacation homes in Ukraine is the main business activity of the "ULIS" firm. The business specifically sells a variety of cottages, eco-houses, and glamping tents to people and families that are looking for a cozy and environmentally friendly spot to unwind and enjoy nature.

Target audience. Individuals and families looking for a relaxing, environmentally friendly location to spend time so are the "ULIS" company's target audience. The relaxation homes offered by the company are made to appeal to people who value environmentally friendly building practices, sustainable living, and top-notch amenities. "ULIS" specifically targets customers who are interested in purchasing a second home or holiday house for leisure. The company's residences are situated in gorgeous, natural settings that offer a variety of outdoor activities and chances for relaxation and are created to provide a comfortable and calm comfort from the city bustle of everyday life. It is necessary to analyze the target audience on the following main features, such as:

1. *Demographic.* Gender, age, presence of children, marital status, education, profession.

2. *Geographical*. Region, climate, population, infrastructure, media.
3. *Economic*. Place of work/absence, income level.
4. *Motivational*. The reason for the purchase, ways to make it.
5. *Psychological*. Character, type of thinking, life position, tastes, and lifestyle [25].

The clients of this complex are generally men and women aged 18 to 50 who like to spend their time in the nature, especially families with kids and people in the relationship. This is generally due to the company's policy of seclusion, refinement, silence and complete integration with nature. Regarding the geographical indicator, the main 85% of guests are residents of other cities in Ukraine, especially from Kyiv, because complex is located in Kyiv region, and 15% are foreigners, who are trying to relax in the nature. The income level of guests is high, because the prices for services and houses in the complex are high compared to other companies on the market. In terms of psychological and motivational characteristics, we can highlight the desire for integration in the nature, healthy lifestyle, quality spending the time with your family and pets, solitude, slowing down and silence.

Sales channels. ULIS DUDKY LLC makes it possible to rent one of their houses through their official website, through which the user can choose a house and fill in all the important information regarding the reservation and personal details.

Pricing policy. Since "ULIS DUDKY" LLC has a unique business model and a valuable offer, they have no territorial direct competitors in this field. Therefore, prices were set above the market, including very high demand. However, each client can choose a house in different price categories from UAH 3,400 to UAH 4,800 on weekdays and from UAH 5,500 to UAH 7,850 per day.

Sales promotion tools and budget. No sales promotion budget information was provided. Since the majority of processes are digitized in the ULIS company, they use innovative tools to stimulate sales. There are various methods by which ULIS stimulates the sale, or rather the rental of houses, here are some of them:

- Discounts and promotions. ULIS offers guests to enter a promotional code when booking, which they can use to receive a discount. Guests can receive a promo

code in case of certain misunderstandings or bad guest experience. In this way, the business takes care of its personal brand and reputation.

- E-mail marketing: sending targeted e-mails to customers with promotional offers or information about the complex, which helps to increase sales and customer loyalty.
- Social media marketing: using social media platforms such as Facebook, Instagram or Telegram. The company uses targeted advertising on Instagram and Facebook, which increases the target audience and, thus, potential customers. In addition, marketers run a Telegram channel in which they share all the information about income, house loading, average daily rate and dividends for investors for each month. Thus, they interest potential investors and sell their services, after which investors invest in new houses, for which the company receives more profit.
- Content marketing: creating valuable and informative content. ULIS created its own identity, publications on social networks (Instagram, Facebook), creation of videos and infographics, updating the site with new information. This helps keep guests up-to-date and generate interest, which leads to more home rentals.

Information system of a business organization. LLC "ULIS DUDKY" has developed its own website where users can book a house in the complex and enter all the data they need for the reservation. Clock PMS software is used to organize all information entered by guests and to check it further. Clock Software simplifies communication with guests and hotel departments while automating internal and external business operations. Also, this software helps to create control over the work of the staff and raise the average checks. ULIS can use various tools to solve problems, including online booking and payment module, which is available in 130 different languages, channel manager for OTA, KKM and 1C module, support for electronic lock systems, ability to notify guests. and manage property from anywhere in the world.

Innovative activity of a business organization. ULIS is constantly improving and introducing new innovative processes. The company digitized all business processes

as much as possible without involving a large number of personnel. Some of the innovations of ULIS DUDKY LLC are presented below:

- **Web page.** Unfortunately, not every company can have its own website. Through it, ULIS employees accept reservations, receive personal information about potential guests of their hotel, and receive payment for their services online. Also, on the website, guests can see basic information about the company: their principles, houses with their detailed description and components, electrical appliances, guests' moments of rest and additional services.
- **Digitized menu.** The complex has a local kitchen where guests can order breakfast, lunch and dinner. In addition, they prepare packages for the barbecue, which guests can then fry themselves. Now the menu can be found on the website or in the house using a QR code, and then picked up from the point of issuing orders on the territory. The company is currently working on the development of a mobile online menu, in which you can order food yourself, view the display of the cooking process (accepted, being prepared, you can take it away) and pay.
- **Pin code from the house.** Instead of the usual reception with staff to process all personal information and hand over keys, all houses were equipped with electronic devices for entering a pin code. After making a reservation and paying a few hours before check-in, the guest is sent an access code for entry by e-mail.

Factors, that influence the development of a company. An examination of the effects of external macroenvironmental elements on the hostel's operations will help the organization build a shared strategy. The range of the most significant factors —both those that have a positive and negative impact – along with their degree of influence and likelihood of occurrence are defined using the PESTEL analysis. Interpreting these variables is a key component of the market approach to the formulation of organizational strategy since they have the capacity to affect the firm's restrictions or, on the other hand, contribute to the success of the industry (Table 2.1. and 2.2.).

Table 2.1 – Factors of the macro environment of the ULIS (PESTEL-analysis)

	Factor №	Factor №	
Political	Government policies and rules (1)	The role of social networks and the media (16)	Technological
	Government policies relating to sustainability and environmental protection changing (2)	Development of payment systems on the website (17)	
	Ukrainian-Russian war (3)	Improvement of reservation systems (18)	
	Threat of terrorist attacks (bombing cities) (4)	Digital marketing and promotion (19)	
	Migration barriers (5)	Digitalization of the menu of kitchen in complex (20)	
Economical	Hryvna currency exchange rates (6)	Seasonality of the business (21)	Environmental
	Changes in interest rates or lending guidelines (7)	Continuation of the season that brings the most profit (22)	
	General increase in prices (8)	Energy and water-saving control standards (23)	
	Dynamics of inflation (9)	Natural disaster or changes weather patterns (24)	
	Economic crisis (10)	Clients' different consumer values (25)	
Sociocultural	Trends toward eco-friendly and sustainable living (11)	Compliance with building codes (26)	Legal
	Society perceptions of leisure time change (12)	Zoning regulation (27)	
	The impossibility of some citizens to go abroad on vacation (13)	Building rights and relevant land documents (28)	
	Pet-friendly services (14)	Official employment of personnel (29)	
	(15) Increasing of foreign tourists after war	Adoption of laws to motivate and reward businesses that use renewable energy (30)	

Source: developed by author

Table 2.2 – Evaluation of the effects of macro factors and the probability of their manifestation for PESTEL analysis

Factor		Influence	Factor	Influence	
Political	1	0	Technological	16	4
	2	2		17	5
	3	-5		18	4
	4	-5		19	3
	5	-1		20	5
Total		-9	Total		21

Source: developed by the author

Continuation of Table 2.2

Economic	6	-4	Environmental	21	5
	7	-3		22	4
	8	2		23	-1
	9	-4		24	-2
	10	-5		25	1
Total		-14	Total		6
Sociocultural	11	5	Legal	26	0
	12	2		27	0
	13	1		28	2
	14	1		29	3
	15	3		30	5
Total		12	Total		10

Source: developed by the author

As we can see from the PESTEL analysis, currently, the biggest threat to business development is political and economic aspects. The main political aspect is the full-scale invasion of Russia into Ukraine, which led to the impossibility of international tourism, an economic crisis, the possible closure of businesses, and many destructions (although while the Kyiv region was under occupation, this did not affect the ULIS complex), etc. Economic factors are also threatening factors for business prosperity, namely the threat of an economic crisis, the dynamics of inflation, devaluation of the hryvna, and price increases in all possible areas. In modern realities, technological aspects can have the most positive impact, namely: the role of social networks to popularize information about the ULIS complex and advertising; introduction of payment systems in all possible online services (for booking and delivery of food from a local kitchen); digital marketing and promotion (for instance, with google ads); and improvement of reservation system of houses. Thus, with the help of PESTEL analysis, the factors of the business environment were determined, their analysis was carried out and the degree of influence of each factor on the enterprise was determined. The biggest threat to the ULIS complex is economic factors, namely the economic crisis, lending rate, dynamics of inflation, and changes in exchange rates. Political factors, including full-scale Russian invasion into Ukraine, also affect and threaten the development of the ULIS. As for the technological, socio-cultural, environmental, and legal factors, they have a rather positive influence on the work of the complex (Table 2.3).

Table 2.3 – SWOT analysis of ULIS complex in Dudky, Kyiv

Strengths	Weaknesses
• Strong brand awareness and reputation in the Ukrainian market for relaxation products; • Sustainable and eco-friendly houses; • High-quality building (from quality materials); • Modern and interesting design of houses; • Strong customer support and customer service. • Location (wide area on the nature)	• High property prices may restrict some potential clients' accessibility; • Limited digital marketing presence; • Not all guest processes are digitized; • Lack of proper use of network and social networks;
Opportunities	Threats
• Expansion into foreign markets; • Collaboration with travel agencies to provide vacation packages; • Creation of new, cutting-edge house designs; • Implementation of a more effective digital marketing plan to reach a larger audience. • Improvement of the website and digitalization of all processes;	• Instability in the Ukrainian economy; • Currency changes of hryvna; • Rising domestic and international rivalry in the market for relaxing houses; • Alterations to governmental legislation affecting building and land development; • Bad weather conditions or natural disasters that could cause property damage or interrupt operations; • Destroyed houses by Russian bombs;

Source: developed by the author

We suggest analyzing "ULIS" to better understand the variables that either positively or negatively influence trends and development prospects. By using a SWOT analysis, which determines the company's advantages and disadvantages as well as its opportunities and threats.

Let's take a closer look at the results of the SWOT analysis of ULIS in Dudky, Kyiv. Strengths include strong brand awareness, sustainable and eco-friendly houses, location (wide area on the nature), buildings from quality materials, modern design of houses, strong customer support. Also, the strong sides include the size of the area,

reputation, additional options for recreation and pastime (local kitchen, vat, sauna), and all conditions for a comfortable stay in the rooms.

Weaknesses consist of high prices, lack of proper use of network and social media, limited of digital marketing, not all processes for guests are digitized. As we can see, most of the weaknesses focus on the technologies, which can help company to save productivity, time and money on employee.

Opportunities include expansion into foreign market, collaboration with travel agencies to provide vacation packages, finding new investors and construction of houses with new cutting-edge designs, development and implementation of new digital marketing strategy, improvement of the website and digitalization of all processes.

Threats are made up of instability of Ukrainian economy, currency changes of hryvna, increased competition on the domestic and international markets for relaxing houses, bad weather conditions and natural disasters, governmental law changes that have an impact on construction and land development, destruction of houses by Russian bombs because of war.

In order to delve more deeply into the SWOT analysis of the company's strengths, weaknesses, threats and opportunities, a SWOT matrix was created (Table 2.4), conducting SO strategy, WO strategy, ST strategy and WT strategy:

Table. 2.4 – SWOT matrix of ULIS complex in Dudky, Kyiv

	Strengths	Weaknesses
Opportunities	• Take advantage of the brand awareness, green homes, and contemporary designs; • Make use of the advantages in order to attract new investors; • Development and improvement of new digital strategy;	• Create and deploy a new digital marketing strategy to combat the high prices; • Utilizing the chance to enter international markets and cooperating with travel agencies; • To address the limited usage of digital marketing and the lack of digitization for guest processes, digitize all processes.

Source: developed by the author

Continuation of Table 2.4

Threats	• using its customer service to mitigate any potential harm from governmental law changes; • Utilize its strong brand recognition to combat the threat of rising competition;	• Create backup plans because of instability of Ukrainian economy; • Development of social media in order to popularize information about the company and affect the competitiveness;
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Source: developed by the author

According to the SO strategy analysis of ULIS, the company may leverage its advantages, such as its well-known brand, its eco-friendly and sustainable homes, and its cutting-edge designs, to expand and advance its business. The business would be access new markets and source of income as a result. ULIS can grow into new areas and draw in new investors by making the most of these advantages. By doing this, the business would be able to stand out from the competition and remain competitive. Additionally, ULIS can remain competitive in the market and provide better customer service by developing and enhancing its digital strategy. This will increase operational effectiveness while also assisting the business in acquiring and keeping customers.

The WO strategy study of ULIS suggests that the business may develop and put into action a new digital marketing strategy that highlights the worth and advantages of residing in eco-friendly and sustainable homes in order to combat the high prices. This would improve revenue streams and assist the business draw in price-conscious clients. To combat the low usage of social media, take advantage of the chances to expand into international markets and team up with travel companies to offer vacation packages. The business can extend its clientele by collaborating with regional tour operators and tourism councils. To address the limited usage of digital marketing and the lack of digitization for guest processes, digitize all processes. By doing this, the business might increase operational effectiveness, cut expenses, and improve customer satisfaction.

Considering the ST strategy ULIS may reduce the potential negative effects of governmental law changes that affect building and land development by utilizing its outstanding customer support. Also, to combat the prospect of heightened competition in

the domestic and international markets for relaxing homes, company can take advantage of its excellent brand recognition.

According to the WT strategy study, ULIS should concentrate on developing contingency measures to deal with the turbulence in the Ukrainian economy, such as diversifying their investments or looking for alternate funding sources. This might entail diversifying their sources of income, for as by entering new markets or collaborating with other businesses. They should also strengthen their social media presence to raise brand recognition and boost competition, which can assist lessen the effects of any future economic difficulties. This can entail investing in equipment to enhance their website and social media accounts or employing a digital marketing consultant.

Finally, I suggest taking into account all aspects of the direct-action external environment that have an immediate impact on the business organization's work. A specific environment of a certain organization makes up the direct action's external environment. It contains those components with which the organization regularly or continuously interacts. Table 2.5. provides characteristics of the key elements of the direct-action environment. These include customers or guests of the hostel, rival businesses, suppliers, and authorities.

Table 2.5 – Description of direct environmental factors

Direct environment	Characteristic of factors
Guests	Men and women aged 18 to 50, families, who prefer to spend their weekend on nature. 85% include Ukrainian tourists, 15% include foreigners.
Suppliers	Growing costs for goods and raw materials, rising transportation costs, and logistics issues.
Competitors	Modern houses on rent and complexes that focus on relaxation and friendly atmosphere.
Public administration bodies and local self-government bodies	Laws and restrictions about building and land development.

Source: developed by the author

Such complexes have not been identified in the nearby locations in accordance with the strategy and idea. As for consumers, the complex is influenced by the number of

customers, their ability to pay, length of stay and their environmental views and principles. Regulators are state and local government bodies that issue building regulations and land laws. Thus, it can be inferred that the direct-action external influence factors are crucial in the overall analysis of the company's operations.

The ULIS complex is still developing as a whole. This calls for the development of better management techniques, the digitalization and improvement of business procedures, the building of new homes for investments, the improvement and adoption of fresh ideas, the utilization of advantages, social media, and the website.

2.2 Conduct an extended analysis of the digital strategy

Before analyzing the digital strategy, it is worth noting that the project is new for the Ukrainian market, so at the moment there is no set deadline. "ULIS" belongs to the Vacation rentals industry category. This is an infrastructure complex of recreational real estate for the purpose of recreation. The company manages a "country house" or a cottage as a hotel property. Country complex requires financial investments, even in the absence of the owner. To compensate for the costs, it is better to give the house to the management of the company.

The task was tied to the idea of the "share economy" (economy of shared use) — many different investors and homeowners. This is not a hotel complex, where everything is in the possession of one investor, but a large number of participants in the process, both from the side of investors and from the side of tenants. The investor buys a completely finished product. The client gets a house with all the amenities inside. ULIS removes the main "pain" — finding a good plot and building a house. The second "pain" is maintenance. The third is the financial side, how much ownership costs in the end.

In the world, in particular the USA and Europe, the industry is actively developing, it is a large professional market. Such "cottages" are not simply under lock and key, but are rented out. The largest multibillion-dollar companies manage more than

30,000 buildings. The ULIS project has about 20 buildings. In the future, the company wants to reach several hundred and reach a thousand in Ukraine [26].

Therefore, we can conclude that this business model does not require a large number of personnel, and therefore, the company wants to digitize all processes in the company as much as possible in order to reduce personnel costs. The components of a digital strategy for a small business will differ from the components of a large and medium-sized business due to the compactness of small enterprises and the need for detailed coordination of the goals of such enterprises with their resources. The research of small business strategies conducted by P. Sandu in 1997 scientifically substantiated that the business strategy of a small business enterprise is based on an accurate analysis of the company's goals, realities and market opportunities [27]. That is why the main components of the small business digital strategy are more flexible and based on personalized ways of attracting customers, form a new value proposition of the enterprise through the integration of ICT into products and services. In particular, the goals of the digital strategy of a small business enterprise will be achieved through the tools of: digital marketing; digitization of business processes; presence on the Internet; e-commerce; business flexibility management.

The company uses such components of the digital strategy as: digital marketing, digitalization of business processes, presence on the Internet, business flexibility and e-commerce. Now, we will talk in more detail about each component of the ULIS digital strategy separately.

Let's start with the fact that ULIS uses digital marketing. They generally use digital marketing through social media. One of the main tools for the ULIS company is the management of the telegram channel called "ULIS - houses in nature". The company writes about their progress, challenges, investments and business. Specifically in their posts, they mention house loading, ADR average daily rate, investor dividends for houses with different number of bedrooms and square footage (so that potential investors can gauge their potential profit and investment) and their plans for the next month. In addition, you can learn about the growth of the audience in other social networks, charitable contributions for communities and the army. It is especially interesting to read for those

who value country recreation, beautiful architecture and who want to make money from it. I think that this channel will be especially important and useful for potential investors, because there is a lot of information about investments in building houses and income from different types of houses. This channel is a very big plus, as guests and investors can find out the latest information about the complex to evaluate the contribution of funds, as an investment, and future arrivals and vacations in ULIS [28]. Another digital marketing tool used by ULIS is the Instagram social network. They very carefully manage Instagram, where in the posts they share the latest innovations, photos with guests, general information about the houses, additional options (such as breakfast, vat, sauna, territory of the complex, etc.). It's also important to point out that Instagram has well-constructed reels, that is, a person who has learned about the complex for the first time can go to the page and find out all the information about the guests of the complex, reviews from guests, the menu of the restaurant (which you can order directly to the house), nature and the area around the complex with all the flora and fauna, the rules of living in the complex and even information about the emergency shutdown of the lights due to the previous and possible blackout in Ukraine (from here the user can find out that ULIS is equipped with generators). Running Instagram is also advantageous because it is obvious that experts in the field, such copywriters and marketers, are doing it. Also, ULIS maintains a Facebook page where it describes the general features of recreation, their rules and features with advantages compared to competitors. Facebook content is similar to an Instagram page. However, for a greater reach of users, company needs to hire an SMM manager who would adjust the Instagram profile, or simply improve the qualifications of existing employees. Company already has the advertising in Instagram, but they could invest more money on the advertising. Because the presence of advertising will help spread information faster. about the complex among the potential audience and investors and bring more profit in the future [29]. Also, for biggest target audience ULIS can run other social media as Facebook and YouTube, for instance.

The next category of digital strategy, which is presented in ULIS, is the digitization of business processes. ULIS adjusted all processes between the guest of the complex and the business with the help of technical equipment and implementation of IT

solutions. When a guest enters the site and wants to book a house for certain dates, he goes to the reservation window on the website and selects all possible options from dates, house, additional options (vat, sauna, animals), after which a link about payment by card is sent to the user's email. A few hours before check-in, guests receive a key to the house and can move in and relax. Even all processes in the room are digitized in such a way that the guests of the complex are comfortable. Restaurant menu, hot tub and sauna available via QR-code. For example, if guests order breakfast or dinner, they receive a message about its readiness and know about the possibility to pick up the order. The business, though, has the potential to expand. After conducting an analysis, it was found that it is necessary to include payment when booking on the website using apple pay, google pay, and also by entering bank card data. Now it happens as follows: after processing the sent reservation by the system, the employee forms an email and sends payment data to the guest's mail. That is, by implementing this function, all actions currently performed by a person can be transferred to the system for processing, which saves time for the user and business, and also reduces costs for the employee and his work.

Evaluation of Internet presence is based on visibility and activity indicators through the use of Web 2.0 technologies: online reputation management and online image management. Web 2.0 describes how the internet changed from being a static, one-way platform for communication to a dynamic, two-way platform that supports user-generated content, social networking, and collaboration. Since its introduction in 1999, the phrase has been used to refer to the social and technological developments that have made using the internet more engaging and participatory [30]. ULIS uses Web 2.0 technology to enhance its digital marketing efforts, providing its target audience with a more engaging and dynamic experience and business assistance. Here are some examples of their implementation:

Social media: In order to communicate with its target audience, the corporation employs social media platforms like Facebook, Instagram, and Telegram, which are examples of Web 2.0 technology. The business uses social media to develop its online reputation by posting engaging content, responding to reviews and messages, and using advertising techniques to drive visitors to its website and raise brand awareness.

User-Generated content: Thanks to Web 2.0 technologies, users are now able to create and share their own content, including emails and personal data they may use to make reservations on websites. Additionally, the organization offers consumers the chance to share their own experiences with the business, write reviews, participate, and tag the business in images and videos by developing and leveraging social networks. By developing contests or initiatives that encourage users to share their experiences with the business, ULIS may also help to promote user-generated content. This promotes the company by raising brand recognition, generating buzz, and increasing interaction while also offering vital social proof to potential customers.

Collaboration tools: Web 2.0 technologies also make it possible for customers to collaborate with one other and with enterprises. For instance, ULIS offers a function of service support or help on their official website that is operational from 9 am to 8 pm, allowing users to submit inquiries regarding arrival or circumstances. Additionally, visitors can contact the website by email, Telegram, or Facebook messengers. Also, the business can set up a forum or community, for instance on Telegram, where customers can post queries, give them other advice, and converse. This encourages customer loyalty and fosters a sense of community around the company.

The next category is e-commerce. The main resources for implementing e-commerce for small businesses are the platforms and services for email marketing, platforms for advanced analytics and tracking data about the company's sales, services for product delivery, etc. Speaking about this category, it can be noted that the company uses e-commerce to review, systematize and organize financial transactions, since all payments are possible only by card. They also use this feature for the customer database, where all information about guests who have arrived and are supposed to rest in the complex is stored. It is also used for email marketing to promote services and business through email newsletters, in addition they are now using rental property databases to then send guests payment details and further check-in information (code from the house, check-in hours and possible extras).

Since the digital strategy has a very wide range of improvements that are in need of improvement due to high competition and the need to match the competitors, we

decided to choose a part of the digital strategy related to the site and its components, namely: the main mistakes in the design of the site, but more focus will be on development of a new reservation and payment window.

2.3 To propose and develop directions for the development and improvement of business organization digital strategy

In fact, based on the analysis we conducted in the previous subsection, we can say that the business has many potential development points that require not only human resources, or rather a team of professionals, but also financial support. Therefore, on the basis of practice, a specific problem was chosen - it is the user's registration of a reservation on the website.

At the beginning, we will focus on the problems of the design of the booking window based on the analysis that was carried out. Currently, the booking window has a complex structure, an ill-conceived user flow, unnecessary features (such as the presence of a shopping cart and profile), and a lack of information that is really important to the user. In order to concretely understand the errors and inconveniences in the design of the booking window, five in-depth interviews were conducted with ordinary potential users, and based on them, a Customer Journey Map [31] and User Flow were conducted.

In general, any analysis of the problem in such cases is based on the analysis of different flow users who perform the same function, but in different ways, since each of them has certain circumstances on their way. The route a typical user would take via a website or app to finish a job is known as the user flow. The user flow guides users through a series of processes from their entry point to a successful conclusion and end action, such making a purchase [33]. User flow can assist organizations in resolving issues in the following ways:

- **Finding user pain points:** User flow enables companies to comprehend the path that users travel when interacting with their website or mobile application.

Businesses may improve the user experience to increase conversions and increase customer happiness by identifying potential pain points or places of friction.

- **User experience optimization:** By outlining the user flow, firms can optimize the user experience by cutting out extra stages and streamlining complicated procedures. Increased productivity and a more seamless user experience may result from this.
- **Increasing conversions:** By identifying locations where consumers lose interest or leave an activity, organizations can gain insight into potential conversion obstacles. Businesses may enhance the user experience and boost conversions by solving these problems.
- **Increasing consumer engagement:** By understanding how people interact with a website or app, organizations can spot opportunities to raise engagement. Businesses may build client loyalty and encourage repeat business by improving the user experience and creating a more engaging atmosphere.

That's why we developed user flows from different personas based on the interviews with them and making their own user journey at the same website. Below you can see the user flow analysis (Fig 2.1) performed for each of the five interviewers or you can see it by link from literature resources [31]:

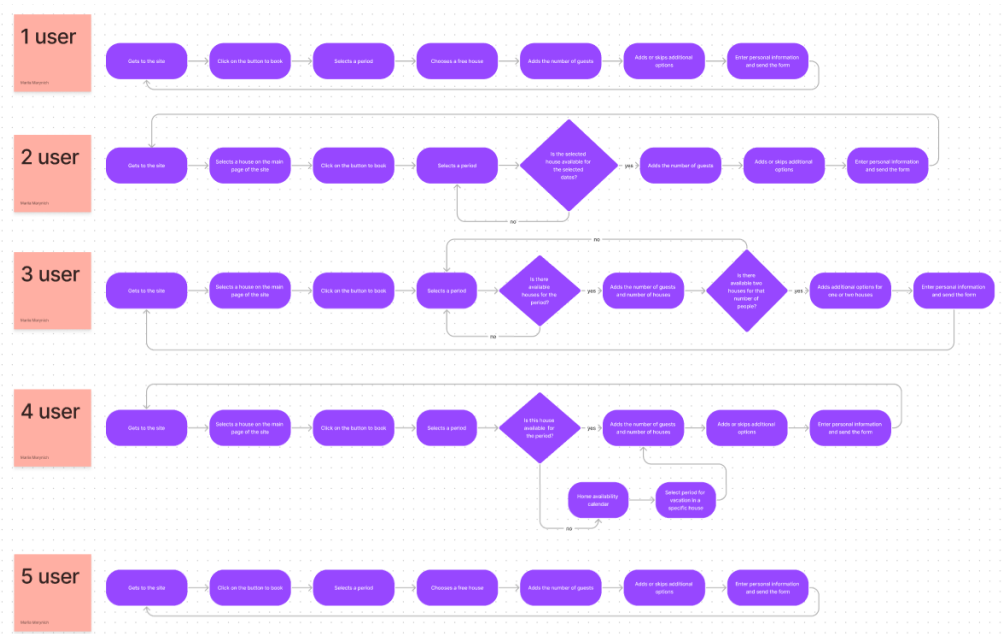


Fig. 2.1 – User flow of reservation window of ULIS complex in Dudky, Kyiv

Source: developed by the author

Summarizing, we can say that each path turned out to be very different, which indicates different factors of influence and development of actions for each user, which must be thought through everywhere. We now see that the user can now very often go back to a previous action (such as selecting a date and a specific holiday home), which is not very thoughtful. Therefore, we conduct this analysis in order to reduce the number of errors and unclear information from the user in the future.

Actually, design is not only about perfect picture, it's also about user experience research. The process of developing a visual depiction of a customer's processes, needs, and perceptions across their interactions and relationship with a business is called creating a customer journey map. It aids in your comprehension of the action's clients take in dealing with your company — both those you see and those you don't. Insights (from your current customer journey, how to better understand it), impact (how to optimize budgets and effort for changes we want to make to the customer experiences), issues/opportunities (diagnose the current customer journey), and innovation (where you might want to completely change the current customer experience) are all things you can evaluate thanks to Customer Journey Map (CJM). CJM can assist businesses in a number of ways to resolve issues:

- **Determine customer pain points:** CJM can assist companies in determining the points at which customers experience discomfort. These so-called "pain points" might be anything that makes customers angry or frustrated, such as a convoluted checkout process, lengthy delivery periods, or subpar customer service. Businesses can take action to eliminate or alleviate these pain spots by recognizing them, thereby enhancing the entire customer experience.
- **Enhance customer experience:** By outlining the complete journey and locating areas for improvement, CJM can assist firms in enhancing the customer experience. Businesses can, for instance, pinpoint places where they might improve customer service or streamline the checkout process. Businesses may boost customer loyalty and retention by enhancing the customer experience.
- **Sales growth:** By spotting upsell and cross-sell opportunities, CJM may assist firms in growing their sales. Businesses that comprehend the client journey can

pinpoint the most effective locations to promote supplementary offerings of goods or services that are pertinent to the wants of the customer.

- **Align teams:** CJM may aid organizations with team alignment by fostering a common knowledge of the customer journey. Teams from different departments of the company can better understand how their actions affect the customer experience by outlining the customer journey. To produce a seamless consumer experience, this can help teams collaborate more successfully.

You can go beyond what you already know by using a customer journey map to gain deeper understanding of the consumer. Where the customer interacts with the brand is seen by many brands as part of the customer journey. However, this is not entirely accurate and only makes up a small portion of the whole client journey. Making a customer journey map forces you to consider the journey's hidden components, which are just as significant and important as the whole [32]. Based on the interviews Customer Journey Map on booking window was developed (see Fig. 2.2.):

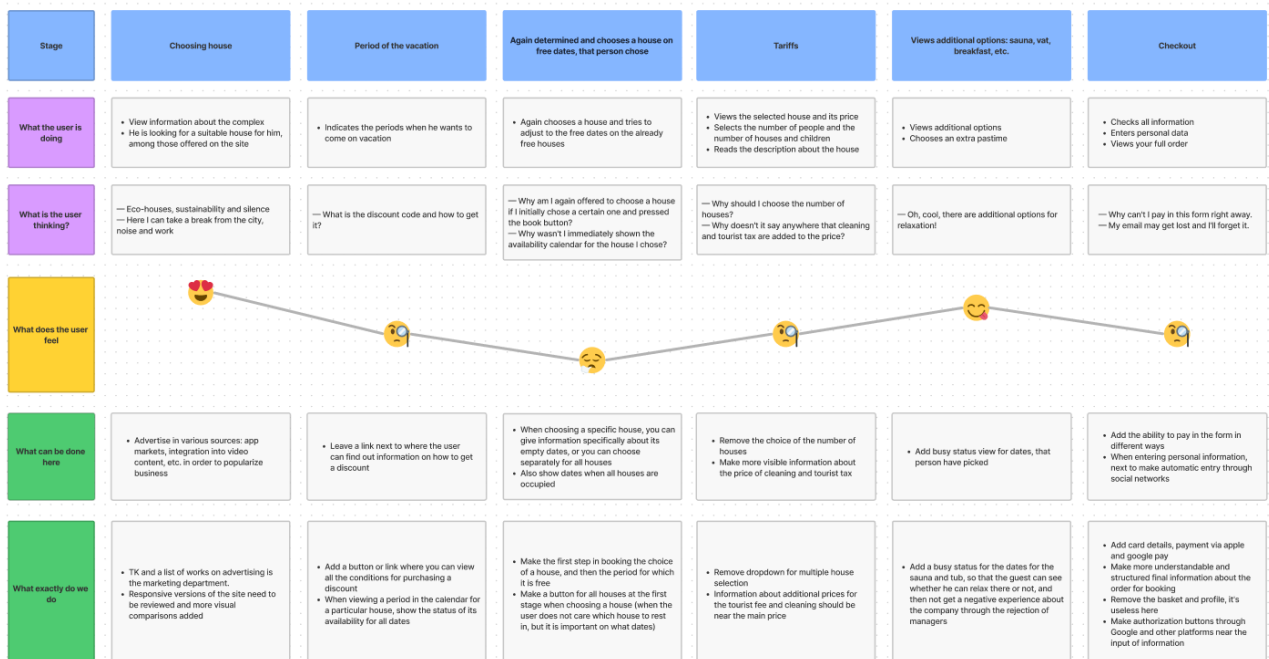


Fig. 2.2 – CJM of reservation window of ULIS complex in Dudky, Kyiv

Source: developed by the author

According to our conducted CJM analysis, we will look through every stage, which were built based on the interviews.

First stage (familiarization with the complex). The first stage of interaction with the site is finding a house for further rest. The user goes to the site through advertising in social networks or in Google, gets acquainted with the services, basic principles and rules of recreation in the complex. Many interviewers liked that the complex has certain rules regarding silence on the territory of the complex, that the houses are built from ecological materials, and that they can go on vacation with animals. Also, a big plus is the possibility of using a sauna, a hot tub, and ordering food from local cuisine. In general, at this stage of the analysis, the user has pleasant feelings and emotions associated with the product. The main problem at this stage is the lack of sufficient advertising through social networks and SEO-optimization, including fact that in Ukraine they don't have competitors in such business model. Company needs to advertise in various sources: social networks, SEO-optimization in Google and integration into video content, etc. in order to popularize business. Also, the overall visual design of the site looks good, but the adaptive versions for mobile and tablet devices could be improved, there the text and general information merge. Users most often scan information, so in general, it would be possible to add illustrations and icons to the text to create visual associations (this can also be added to the description of the numbers themselves, where there is a large list of the components of the number), add user reviews as a practical confirmation of uniqueness and good service.

Second stage (period of vacation). At the second stage (Addition A), after choosing a house on the website, the user proceeds to choose a period for rest. In general, there is nothing complicated or superfluous here, but there is room for improvement. First, in the input for entering the discount code near the calendar, there is no information about how to get it and under what conditions. Second, for more urgency, you can add the availability status of the house for certain dates, that is, display the busy and free days for booking a certain house, because the guest may want to rest in a certain house, and this significantly shortens his user journey. At this stage, the user has mixed emotions, because not all information is presented and provided to him, and not everything is clear, which should be avoided, because it carries a negative user experience and subsequently negative associations with the product. The problems listed above can be solved by

adding a link or a separate button that the user can follow and find out the condition of providing the discount code, as well as by adding the system status for each date, which will be visualized in red and green colors.

Third stage (choosing house). At the third stage (Addition B), the user chooses a vacation house for the selected dates (the status of the homes on the selected dates is displayed as free or unavailable). Respondents who selected a particular home on the website and clicked to book were wondering why they were not being shown dates for the same house they selected. And also, why they were not immediately shown free dates in the calendar for the selected house. At this stage, the user has the most negative experience of using the booking forms, hence the emotional dissatisfaction. This can be solved and improved in several ways.

First, if the user selects a particular house, the booking form, after general information about the house and its prices, should redirect to a calendar in which it will be urgently shown in red and green colors which days it is available and which days it is not. If the user is not sure which house to rest in, he can press an additional button where he can view the dates for all available houses.

Secondly, it is necessary to change the stages in the booking form by months, where the first is the choice of the house, and then the choice of the date.

Fourth stage (tariffs). The next stage is called tariffs (Addition C), which displays information about the selected house, both general with all features and photos, and pricing policy. Also, in this field you should select the number of houses and the number of persons and the presence of children. The issue with the interviewees was that the majority of them did not comprehend why they should select the precise number of dwellings at this time. Additionally, several people missed the cleaning fee and tourist tax, which ought to be listed next to the main price to avoid confusing potential guests. When they already had to send the form, several people who were unaware of this circumstance had negative views about it. In this way, the user experiences misunderstanding and a feeling of understatement and deception. The solution to this problem is to remove the number of houses from this screen, and add such a function to the first page of filling out the form, where you can add several houses at once. In addition,

the price for tourist tax and cleaning should be transferred to the main price for the house, so that the user knows what to expect and does not waste his and their time.

Fifth stage (additional options). At the fifth stage (Addition D), the potential guest chooses additional options as desired, such as a hot tub, sauna, pets (since they require more thorough cleaning) and breakfast. It is good that each option can be chosen for a specific house, if you chose two in the order. At this stage of the user experience, the guest is satisfied because he has additional opportunities and positive emotions. In addition, there is a detailed description of each possible additional option with duration, capacity, additional goodies included in the price (buying a sauna for two hours, you can use drinks).

The sixth stage (checkout). The visitor enters his personal data at this point, including his first and last name, email address, and contact phone number (Addition E). You can also sign in using your email or Google account. You can view your order generally with chosen houses and extra options in addition to providing personal information. The entire cost of the order's components is shown, but payment cannot be made until the form has been submitted and the email address for the account to which the cash must be transferred has been received. There are also explanations and guidelines on what to do next after payment. The guest may be concerned at this point in completing the booking form that he won't see the email with payment details in time, won't be able to pay for the order in time, and that it won't be valid. His unsettling emotions therefore make for a negative experience, hence they ought to be avoided. By including payment options for Apple and Google Pay as well as the capability to input credit card information, this can be resolved. Because it won't be necessary to quickly evaluate vast amounts of data and email each visitor, this function will make life easier for both the user and the complex. Additionally, it would be important to add authorization through other platforms when entering personal information so that the information is automatically put in the designated spaces. At the moment, the buttons are positioned so that it is not totally clear what they are for.

In conclusion, the CJM analysis demonstrated that the holiday complex offers numerous advantageous features, including eco-friendly homes, the freedom to bring

pets, and extras like a sauna and hot tub. There are, however, a number of areas that require improvement. The complex has to spend more money on social media marketing, SEO optimization, and improving the visual appeal for mobile and tablet devices. By showing availability for particular homes and dates, removing the choice of how many homes from the pricing stage, and incorporating tourist tax and cleaning fees in the base price, the booking process can also be made simpler. The complex can improve the entire user experience and promote favorable associations with the product by solving these problems.

After all the observations and research, which was based on the analysis of the own audience and conducted in-depth interviews with them, a test version of the hotel reservation window design was developed. It is designed on the basis of all previous observations and error accounting systems, thus reducing the number of user errors and their user journey to book accommodation.

In general, the reservation window consists of four stages, such as: choosing a house, entering personal information and the period of stay in the complex, additional options before arrival and making a reservation (which includes payment, entering personal information, calculating all services and additional information for check-in and stay). We will now take a detailed look at each of these stages of the redesign.

So, when the user enters the site and clicks the book button, he goes to our window, where he sees all the existing houses in the ULIS complex. The user can immediately book the house that he considers necessary, since all the necessary information about each house is presented in the house cards (photos, number of guests, number of rooms, check-in and check-out, detailed description, prices for the house, cleaning, additional guest and for your household favorites). In addition, the guest can immediately see the availability calendar of each house with available and occupied dates. It is convenient for a guest who wants to book a specific house for a specific number of people, as well as a guest who is looking for a house for specific dates, because he can check available houses for the nearest time. This is a very convenient practice for the user, because in this way he can evaluate a large amount of information and make a rational choice (Addition F).

The proposed redesign of the first page could have a very good effect on ULIS's operations. ULIS can draw in more clients and boost its conversion rates by giving users a simple and intuitive interface to search and reserve houses. The booking process can be sped up and made more effective by assisting potential guests in rapidly determining which homes are available for their selected dates. Additionally, the thorough information included in the cards of houses might assist prospective visitors in making well-informed choices regarding which house to reserve. This can lessen cancellations and raise general guest satisfaction, which will result in more favorable reviews and word-of-mouth referrals.

The next step is to enter the key information for the reservation (Addition G). Here, the user fills in the fields with the dates of arrival and departure, which refer to the specific house that the guests previously chose. Also, the user enters the number of adults and the number of children (if available), since for an additional guest, if the house is not intended for more people, then the guest must pay extra. Also, during the research, it was found that some users did not understand how they can get a discount code in the complex, so it was decided to add a link to an explanation of all the conditions of its receipt. Users will also be better able to take advantage of this offer if there is a link to a description of the discount code, which will help to enhance bookings and customer loyalty. Overall, this makeover may make the booking process more convenient for users and usable, which will benefit the company in the long run. Also, opening the calendar to select arrival and departure dates, the user immediately sees which days are busy and which are free (they have green and red system colors). This is a very important factor in system mapping. At this stage, we solved the problem of a user who could not choose dates for a vacant house, because this selection path could take a very long time. As a result, the user journey to select specific dates will be shortened, which will improve the emotional mood and affect conversions and the overall brand experience, thus having a positive impact on the business.

Next, the user goes to additional options, which include a vat, sauna, breakfast (cheesecakes) and pets (Addition I). For the sauna and hot tub, information is included on the possible number of people, the duration of the procedures, and the price for an

additional option. Also, the guest can find out all the important information about the buns included in the price (such as drinks, food, special accessories, etc.). In addition, it was decided to make availability calendars for the sauna and hot tub, where the system will offer available hours on the days on which the guest visits. This reduces the number of errors when choosing, in addition, employees do not have to call ahead, tell and agree with the guest about a convenient time, as is happening now. This increases business opportunities, as these tasks can now be delegated to online platforms that will display everything in the system.

You can also add breakfast (cheesecakes) for a certain number of guests to your order on this page. Therefore, it was decided to add the possibility to choose the number of guests when choosing breakfast, since one or more of the guests may not want to order this particular breakfast, but choose something in the room from the menu by QR-code. After ordering this option, guests will be able to pick it up at the local kitchen from 9 am. A detailed description is also presented in the card of this option, so that the guest can familiarize himself with it and make a rational decision. And the last possible additional option is the included stay of your pets in a hotel, where the cost of their stay is 500 UAH. In the detailed description, we explain why this is because cleaning up after pets takes up more staff time. All these details reduce the pressure on the support service, because all the necessary information is already available and guests can read it.

And the last, most important and most difficult part of the development is placing the order, which consists of four stages (Addition J). The first is all urgent information about the order, such as: the house and all information about the stay (arrival and departure dates, number of persons and children available, type of tariff and all calculation of prices for the house, including dates of stay, VAT, tourist tax and cleaning); additional orders, where in our case sauna and breakfast and all the necessary information (the number of portions for breakfast, price calculation and information about where you can pick it up, and for the sauna the number of guests, duration, date with time of rest, buns that are included in cost and price calculation). After that, the user will be able to see the final price for all services and add another house to the order if desired. Thus, with the help of the visual part, we made a certain hierarchy of information, and it is easier for the

user to perceive it, where he can easily evaluate his orders and not spend a lot of time checking the information.

The next stage is entering personal data. Personal data includes the guest's first and last name, phone number, and email address. Also, in this block there are authorization buttons through Google and e-mail, so that the user spends less time filling in data. In this way, ULIS positions itself as a business that values the user's time. Previously, in the previous design decision, these buttons were located at the beginning of the booking form, and according to the results of in-depth interviews, not all users understood their use. Now their location reflects their dedication to entering personal data and guests will not have such questions. For placing an order for a specific individual and for contacting him in the event of queries or problems, entering personal information is a crucial step.

Next, the guest gets acquainted with the third stage, where important information about check-in is presented. As the pin code of the reserved house is sent to the e-mail, the user is warned about it. There is also a block where the user must agree to the policy of using the hotel, since, as we already know, ULIS has certain rules of stay (silence and peace). This block is informative, however, if the guest missed it for some reason, he will be able to review all these conditions in a letter that will be sent to him by email with detailed instructions.

After all completed stages, the user gets to pay for his order. The guest can pay for his order only by card, as this process is digitized. Previously, payment details were emailed to the guest, but based on research, the decision was made to move payment to a credit card as guests were confused by the possibility of losing the email or simply not noticing. The user can now enter his card details with date and CVV code or pay via Google Pay, Apple Pay and PayPal. This function helps to digitize the payment process and to attract employees only in case of payment problems, while previously the employee had to send a letter to the guest's email, where many errors could occur: loss of the payment letter, wrongly entered guest's email, payment failure and others. Now this can be delegated to the platform, where the employee can only check the data, because without immediate payment, the order will not be accepted by the system.

In summary, the suggested revamp of the ULIS website may have a beneficial effect on the company's digitalization. Based on user research and feedback, a new hotel reservation window has been created, making the booking process easier and more efficient. Four steps make up the booking process: picking a property, providing personal information and the length of your stay, choosing extras, and confirming your reservation. The initial page's makeover with house cards will help prospective visitors make well-informed decisions, speed up the reservation process, and improve guest satisfaction. The other steps have also been enhanced to make the booking process more practical, usable, and error-free. Overall, these modifications will improve user experience, brand perception, and result in more positive reviews and word-of-mouth recommendations. Additionally, it generates new business prospects and eases the burden on support services by shifting some tasks to online platforms. Thus, the redesign of the ULIS website has the potential to strengthen digitalization initiatives, assist ULIS in gaining more clients, boosting conversion rates, and improving overall business performance.

The proposed revamp of the ULIS website has the potential to have a number of advantageous effects for the company.

First, ULIS can increase its clientele and increase its conversion rates by providing consumers with an easy-to-use interface for searching and reserving homes. This could boost the company's earnings and profitability.

Second, the booking process can be sped up and made more efficient by helping potential visitors quickly identify which properties are available for their chosen dates. By lowering cancellations and improving overall guest happiness, this can boost positive ratings and word-of-mouth recommendations.

Third, the complete information provided on the house cards may help potential guests make an informed decision about which house to reserve. The general satisfaction and experience of visitors can be improved by this.

Fourth, providing information about other services like the sauna, breakfast, and pets can give visitors a more individualized experience and boost the company's income potential.

The emotional state of visitors may be improved, conversions may increase, and the entire brand experience may be improved, all of which could have a beneficial effect on ULIS's financial success.

CONCLUSIONS

Modern company management requires the integration of digital technologies into every facet of an organization, which is what is meant by "digital transformation." Businesses now operate in a completely new way thanks to the usage of digital transformation, which has opened up new possibilities for development, innovation, and competitive advantage. Organizations are adopting digital transformation as a means of maintaining competitiveness and expanding their operations as a result of rapidly changing technologies, shifting customer expectations, and new competition from startups that are digitally native. The term "digital transformation" refers to changes brought about by new business models, new technologies, and new behaviors. Process transformation, domain transformation, cultural/organizational transformation, and business model transformation are a few examples of digital transformation.

Businesses that want to fully benefit from digital transformation must go through organizational or cultural change, such as creating a more responsive and agile corporate culture, encouraging departmental collaboration, and adopting agile development methodologies. In order for businesses of all sizes and sectors to adapt, compete, and succeed in today's digital economy, digital transformation is essential.

To sum up, digital transformation is an essential component for any company that wants to expand and stay competitive in the fast-paced digital economy of today. In order to acquire a competitive advantage and promote growth, digital strategies mix technology, data, and customer insights. Businesses may manage massive information flows with the aid of digital solutions like big data architecture, artificial intelligence, robotics, and others. To undertake digital transformation in a firm, there are four key actions that must be taken: creating a digital strategy, selecting a business model, choosing enablers, and orchestrating the use of digital systems, processes, and technology to achieve organizational objectives. These actions can help businesses succeed over the long run and create a competitive advantage.

Finally, the study for the internship focused on the limited liability company "DREAM FAMILY," which owns a holding group of businesses that includes a number of other enterprises. The main topic of discussion was "ULIS DUDKY," which focuses

on offering its customers holiday houses, saunas, gazebos, and outdoor furniture that is eco-friendly, sustainable, and energy-efficient. By utilizing organic materials, renewable energy sources, and cutting-edge technology, "ULIS" stresses customer pleasure, sustainability, and innovation. Their pricing policy is determined by market analysis, which forms the foundation of their corporate strategy. Individuals and families looking for an eco-friendly spot to relax and take in nature are the company's target market.

The main practical task when writing the thesis was the development of a redesign of the window for booking rooms in the hotel. At the same time, such methods of analysis were used as Customer Journey Map, User Flows based on interviews with 5 persons. The suggested redesign of the ULIS website might be advantageous for the digitalization of the business. A new hotel reservation window has been developed as a result of user study and input, simplifying and streamlining the booking process. The booking procedure consists of four steps: selecting a property, offering personal data and the duration of your stay, selecting extras, and finalizing your reservation. The addition of house cards to the home page will facilitate quick reservations, alert potential guests, and boost customer satisfaction. To make the booking process more useful, useable, and error-free, the remaining processes have also been improved. In general, these changes will enhance user experience, brand impression, and generate more favorable testimonials and word-of-mouth recommendations.

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ADDITIONS

Addition A

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В тебе є код?

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Активация Windows

Перейдіть до розділу "Настройки", щоб активувати Windows

Terms

Merchant

Addition B

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30 Тра 2023 - 31 Тра 2023

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Сімейний будинок

👤👤👤👤👤

Від

УАН 3,400.00 за ніч

ПОКАЗАТИ ТАРИФИ

<

>

Будинок для двох

👤👤

Від

УАН 3,500.00 за ніч

ПОКАЗАТИ ТАРИФИ

<

>

Будинок на одну спаль...

👤👤👤

Від

УАН 3,650.00 за ніч

ПОКАЗАТИ ТАРИФИ

<

>

Недоступний

Powered by

Активация Windows

Перейдіть до розділу "Настройки", щоб активувати Windows

Terms

Merchant

Addition C

×

UKRAINIAN

1

Період

Будинки

Тарифи

Додатково

Оформлення

30 Тра 2023 - 31 Тра 2023



A-frame

Оплата картою (посилання на оплату прийде на пошту після бронювання)

UAH 3,500.00 за ніч

ВИБРАТИ

Будинок для двох

Будинок з 1 спальнею, функціональною кухнею-студію та санвузлом. Спальні місця: двоспальне ліжко шир.160см та диван (додаткове місце). ...

БІЛЬШЕ

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Активация Windows

Перейдіть до розділу "Настройки", щоб активувати Windows

Terms Merchant

Addition D

×

UKRAINIAN

1

Період

Будинки

Тарифи

Додатково

Оформлення

30 Тра 2023 - 31 Тра 2023



Сауна

UAH 1,400.00 на будинок

Ціна - 1400 грн.
Тривалість - 2 години
Місткість до 4-х осіб
Що включено до вартості:
- користування рушниками, капцями та шапочками для сауни;
- безлімітний трав'яний чай і питна вода.
Після бронювання очікуй дзвінка з уточненням часу бронювання.

Будинок #1



Чан

UAH 2,000.00 на будинок

Ціна
Тривалість
Місткість
Що включено до вартості:

НЕ ЦІКАВО

Powered by

Активация Windows

Перейдіть до розділу "Настройки", щоб активувати Windows

Terms Merchant

Addition E

✕

UKRAINIAN

2

Період

Будинки

Тарифи

Додатково

Оформлення

Вхід через Google

Увійти електронною поштою

Будинок #1

Сімейний будинок

✕

Деталі бронювання

10 Тра 2029 - 11 Тра 2029

Стандартний тариф

Дорослі: 2

Сауна

Гарантійна політика: Оплата карткою (посилання на оплату прийде на пошту після бронювання) ?

Підсумок цін

Будинок

Туристичний збір

Плата за прибирання та додаткові послуги

ПДВ (Included in prices)

Всього

До сплати при бронюванні

UAH 3,400.00

UAH 67.00

UAH 2,050.00

UAH 0.00

UAH 5,517.00

UAH 5,517.00

Session expired. You can no longer book this room.

Активация Windows

Перейдіть до розділу "Настройки", щоб активувати Windows

Terms Merchant

Powered by

UA

Бронювання

Будинок

Період

Додатково

Оформлення



Будинок на одну спальню

Для 2-х гостей (1+1) • 38 м2
Заїзд з 15:00. Вийзд до 11:00.

Будинок з сідлою сталевого кімнати обладнано функціональною кухнею та санвузлом. У вітальні є місце для роботи, а у вітальні є камін та панорамні вікна з чудовим краєвидом. Будинок має сідлову мебль та мебелі.
Резіденція — ми завжди раді вашим гостям та друзям.

3 650 грн будні | 5 950 грн вихідні

• 150 грн за трибачення вранці

• 150 грн за додатковий ніч

• 150 грн за трибачення на гостинні місця

Обрати

Календар доступності



Будинок на дві спальні

Для 4-х гостей (1+2) • 55 м2
Заїзд з 15:00. Вийзд до 11:00.

Будинок на дві спальні обладнано функціональною кухнею та санвузлом.
Функціональний будинок містить розкладний диван, кухонний гарнітур для власних снідків або вечері друзів. У вітальні є камін та панорамні вікна з гарним видом. Розкладний диван може слугувати додатковим спальним місцем для гостей. Будинок має сідлову мебль та мебелі.
Резіденція — ми завжди раді вашим гостям та друзям.

4 800 грн будні | 7 850 грн вихідні

• 150 грн за трибачення вранці

• 150 грн за додатковий ніч

• 150 грн за трибачення на гостинні місця

Обрати

Календар доступності



Будинок для двох

Для 2-х гостей • 28 м2
Заїзд з 15:00. Вийзд до 11:00.

Двоповерховий будинок-студія обладнано функціональною кухнею та санвузлом. У вітальні є камін та панорамні вікна з чудовим краєвидом. На другому поверсі розташоване двоспальне місце. Будинок має сідлову мебль та мебелі.
Резіденція — ми завжди раді вашим гостям та друзям.

3 500 грн будні | 5 750 грн вихідні

• 150 грн за трибачення вранці

• 150 грн за трибачення на гостинні місця

Обрати

Календар доступності



Будинок-студія

Для 2-х гостей (1+1) • 41 м2
Заїзд з 15:00. Вийзд до 11:00.

Будинок-студія на одну спальню кімнату обладнано функціональною кухнею та санвузлом з вікном. У вітальні є камін та великі панорамні вікна з чудовим краєвидом. Будинок має тежеску з сідловими меблями, а також мебелі.
Резіденція — ми завжди раді вашим гостям та друзям.

3 650 грн будні | 5 950 грн вихідні

• 150 грн за трибачення вранці

• 150 грн за додатковий ніч

• 150 грн за трибачення на гостинні місця

Обрати

Календар доступності



Сімейний будинок 2.1

Для 2-х гостей (1+1) • 41 м2
Заїзд з 15:00. Вийзд до 11:00.

Будинок на дві спальні, де можна зустрітися до шести гостей. Одна спальня з великим сідловим, а інша — двоєспальний ліжко. У вітальні є розкладний диван, який може слугувати додатковим спальним місцем для дітей гостей. Будинок обладнано функціональною кухнею та санвузлом. Також є простора тераса з видом на ліс, сідлову мебль та мебелі. Ставок за 10 країв від будинку.
Резіденція — ми завжди раді вашим гостям та друзям.

3 400 грн будні | 5 600 грн вихідні

• 150 грн за трибачення вранці

• 150 грн за додатковий ніч

• 150 грн за трибачення на гостинні місця

Обрати

Календар доступності



Сімейний будинок 2.2

Для 4-х гостей (1+2) • 52 м2
Заїзд з 15:00. Вийзд до 11:00.

Будинок на дві спальні, де можна зустрітися до шести гостей. Одна спальня з великим сідловим, а інша — двоєспальний ліжко. У вітальні є розкладний диван, який може слугувати додатковим спальним місцем для дітей гостей. Будинок обладнано функціональною кухнею та санвузлом. Також є простора тераса з видом на ліс, сідлову мебль та мебелі. Ставок за 10 країв від будинку.
Резіденція — ми завжди раді вашим гостям та друзям.

4 050 грн будні | 6 600 грн вихідні

• 150 грн за трибачення вранці

• 150 грн за додатковий ніч

• 150 грн за трибачення на гостинні місця

Обрати

Календар доступності

Addition G

UA ▾

✕

Бронювання

🏠 Будинки

📅 Період

🛋️ Додатково

🛒 Оформлення

Кількість дорослих

Дорослі ▾

Кількість дітей

Діти ▾

Дата прибуття

ДД/ММ/РР 📅

Дата відбуття

ДД/ММ/РР 📅

Код на знижку (за наявності)

####

[Як я можу отримати код?](#)

Addition H

UA ▾

✕

Виберіть прибуття

🏠 Будинки

📅 Період

🛋️ Додатково

🛒 Оформлення

Кількість дорослих

Дорослі ▾

Кількість дітей

Діти ▾

Дата прибуття

ДД/ММ/РР 📅

Дата відбуття

ДД/ММ/РР 📅

Код на знижку (за наявності)

####

[Як я можу отримати код?](#)

Січень 2023 >

< >

ПН	ВТ	СР	ЧТ	ПТ	СБ	НД
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

Обрати

UA ▾

✕

Бронювання

🏠 Будинки

📅 Період

👤 Додатково

📋 Оформлення



Сауна

До 4-х осіб
2 години

Що включено до вартості:
- користування рушниками, капцями та шапочками для сауни;
- безлімітний трав'яний чай і питна вода.

Після бронювання очікуй дзвінка з уточненням часу бронювання.

1400 грн на будинок

Обрати

📅 Календар доступності



Чан

До 4-х осіб
2,5 години

Що включено до вартості:
- користування рушниками, капцями та шапочками для сауни;
- безлімітний трав'яний чай і питна вода;
- аромасла за бажанням.

Після бронювання очікуй дзвінка з уточненням часу бронювання.

2000 грн на будинок

Обрати

📅 Календар доступності



Сніданок

Дай-но вгадай твій улюблений сніданок? Сирники! А що полюбують на сніданок твої рідні та друзі? Також сирники.

Ти можеш замовити велику порцію сирників на всю компанію зараз й забрати їх у твій перший ранок в УЛІС о 9:00.

А якщо кожен твій гість хоче на сніданок щось окреме — не роби замовлення прямо зараз. А обирай по qr-коду в будинку інші страви з мого меню.

150 грн на гостя

Обрати

Кількість гостей ▾



Улюблені пухнастики

Плануєш взяти з собою пухнастика?

Тоді обери, будь ласка, цю опцію. Я обожнюю хвостиків, але всі ми знаємо, що за ними потрібно трошки більше прибирання.

500 грн на будинок

Обрати

✕ НЕ ЦІКАВО

UA

Бронювання

Будинки

Період

Додатково

Оформлення

Я бронюю для когось іншого. Я не зупиняюся в готелі.

1

Ваше замовлення

Будинок №1:

Будинок на одну спальню

Кількість гостей: 2
Дати перебування: 10 травня 2023 - 12 травня 2023
Вид тарифу: Стандартний
Будинок: 3,400.00 грн
Туристичний збір: 67.00 грн
Плата за прибирання: 500.00 грн

Всього: 3,967.00 грн

Додатково:

Сніданок

Кількість порцій: 2
Свій сніданок ви можете забрати у нас на місцевій кухні о 9:00.
Порція сирників: 150.00 грн
Порція сирників: 150.00 грн

Всього: 300.00 грн

Сауна

Кількість гостей: 2
Дата броні: 10 травня 2023 о 17:00
Тривалість: 2 години
Що включено до вартості:
- користування рушниками, катцями та шапочками для сауни;
- безліч теплого трав'яного чаю і гарячої води.

Всього: 1,400.00 грн

Всього:

5,667.00 грн

До оплати грн бронюванні:

5,667.00 грн

Додати ще будинок

2

Персональні дані

Вхід через Google

Вхід через email

Ім'я

Enter

Прізвище

Enter

Phone number

+380

Email

example@gmail.com

3

Інформація після оплати

Ось, що буде далі:

Ви отримаєте повні інструкції щодо завершення бронювання на свою електронну адресу;

Переконатися, що ви виконали всі кроки в інструкціях у призначений час;

Наступного листа від команди з точною локалізацією та кодом-паролем від будиночку чекай аранжі в день заселення. Насолоджуйся тишею — не вмикай музику та не грай на музичних інструментах поза будинком. Поважай сусідів — зберігай тишу.

Я погоджуюсь з політикою готелю

Читати тут

4

Оплата

Кредитна/Дебетова карта

Оплатити своєю кредитною/дебетовою картою

Card number

MM / YY

CVV

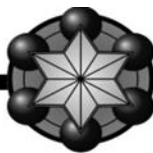
Оплатити

або

Pay

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**International Scientific Forum
„Networking on Sustainable Security in Dynamic Environment“**

20th International Scientific Conference „Human Potential Development“



Mykolas Romeris
University



**Akademia
Pomorska**
w Słupsku

CERTIFICATE OF PARTICIPATION

Mariia MARYNICH

giving presentation

DEVELOPMENT OF A DIGITAL STRATEGY OF A BUSINESS ORGANIZATION

19-21 April 2023,
Mykolas Romeris University, Lithuania

Chairs of International Scientific Forum



Prof. Dr. Rūta Adamonienė

Prof. Dr. Martina Blašková

Prof. Dr. Aurelija Pūraitė

Ім'я користувача:
Менеджменту Володькіна Марина

ID перевірки:
1015123903

Дата перевірки:
17.05.2023 08:14:21 EEST

Тип перевірки:
Doc vs Internet + Library

Дата звіту:
17.05.2023 08:16:12 EEST

ID користувача:
100005718

Назва документа: КБР Маринич плагиат.docx

Кількість сторінок: 47 Кількість слів: 14351 Кількість символів: 92801 Розмір файлу: 802.39 KB ID файлу: 1014805974

2.77% Схожість

Найбільша схожість: 0.26% з джерелом з Бібліотеки (ID файлу: 1013973846)

1.89% Джерела з Інтернету

288

Сторінка 49

1.55% Джерела з Бібліотеки

109

Сторінка 51

0% Цитат

Вилучення цитат вимкнене

Вилучення списку бібліографічних посилань вимкнене

0% Вилучень

Немає вилучених джерел

Протокол аналізу звіту подібності науковим керівником

Заявляю, що я ознайомився (-лась) з Повним звітом подібності, який був згенерований Системою виявлення і запобігання плагіату щодо роботи:

Автор: Мариніч Марія Євгеніївна

Назва роботи: Розробка цифрової стратегії організації бізнесу/ Development of the business organization digital strategy

Науковий керівник: Калінін Олександр Володимирович

Підрозділ: кафедра менеджменту

Коефіцієнт подібності: 2,77 %

Після аналізу Звіту подібності констатую наступне:

- ☒ виявлені в роботі запозичення є сумнійними і не мають ознак плагіату. Тому робота визнається самостійною і допускається до захисту;
- ☐ виявлені в роботі запозичення не мають ознак плагіату, але їх надмірна кількість викликає сумніви щодо цінності роботи і самостійності її автора. Роботу направити на доопрацювання;
- ☐ виявлені в роботі запозичення є недобросовісними і мають ознаки плагіату або в ній містяться навмисні спотворення тексту, що вказують на спроби приховування недобросовісних запозичень. У зв'язку з чим, робота не допускається до захисту.

Обґрунтування:

Виявлені в роботі запозичення є сумнійними і не мають ознак плагіату. Робота допускається до захисту

23.05.2023

(дата)



(підпис)

Калінін О. В.

(ПІБ)