
ЕКОНОМІЧНЕ СТАНОВИЩЕ. ЕКОНОМІЧНА ПОЛІТИКА. УПРАВЛІННЯ ТА ПЛАНУВАННЯ. ВИРОБНИЦТВО. ПОСЛУГИ. ЦІНИ

UDC 65.012.25

JEL Classification: M21; P41; O21

Dudka A.S, Ivanova M.V.

ACTUAL METHODOLOGY PLANNING OF VIRTUAL BUSINESS: PRACTICAL ASPECTS

Ukrainian State University of Chemical Technology, Dnipro, Ukraine

The scientific and practical problem of developing a simple, convenient and adequate business planning methodology for virtual business was solved. It is shown that the existing scientific and methodological recommendations, computer tools and applications are well suited for organizational and financial planning of traditional business. And these recommendations do not fully meet the conditions for the development of virtual business. The lack of coordination of the main aspects of virtual (digital) business associated with complex mechanisms of digital transformation and commercialization is taken into account. To understand the specifics of planning in the field of virtual business, the authors went all the way of developing a business plan: from substantiating a business idea of an actual virtual business model to its practical implementation in the form of a website for generating logos (insignia, trademarks of goods and services) and a complete economic justification. Practical and methodological following to the traditional sections of the business plan made it possible to significantly simplify the general presentation and calculation of efficiency for a virtual project. A number of features in the business planning of a virtual business for the provision of computer services have been identified. To identify and describe products, it is necessary to clearly distinguish between a virtual product, as a tool or production resource, and a virtual product-service that can be replicated. There is an objective difficulty in determining the competitive advantages of a virtual product (service) in the context of all the main aspects of the functionality. It is shown that the assessment of a virtual product-software tool by the cost approach can also characterize the minimum market value of the virtual business itself. In assessing business risks, it is enough to take into account the most significant and fundamental ones: the risks of competitive pricing and sales volumes. A particularly important purpose of the financial plan is the calculation of the start-up capital and the profit forecast. Thus, the proposed methodology for developing a business plan and generalized practical recommendations will allow us to abstract from the insignificant and focus time and efforts on more important and fundamental issues of virtual business. These include familiarization with existing technologies for developing a virtual product and the possibilities of their integration.

Keywords: business plan, virtual business, computer services, methods, evaluation, practical recommendations.

DOI: 10.32434/2415-3974-2021-13-1-71-78

© Dudka A.S, Ivanova M.V., 2021



This article is licensed under Creative Commons Attribution 4.0 International License (CC-BY)

Introduction and problem statement

Such forms of organizing your own business as entrepreneurship and independent professional activity, aimed at obtaining income, are constantly evolving and adapting to the external market environment. Currently, Ukraine is actively developing a special type of entrepreneurship and / or independent professional activity – virtual business. Virtual business is in demand and relevant in the field of intangible services: information and computer technologies, education, health care, consulting services, etc.

These types of economic activity form the demand from potential entrepreneurs for planning the organization and implementation of business. Virtual business does not demand large start-up investments, has low risks and a non-aggressive competitive environment, and therefore requires a simple, clear method of presentation and economic justification of the planned business results. However, the reality is that to present your vision of business and identify the main points of business economics, the future business entity in practice is difficult: lacks the necessary techniques, skills, knowledge, experience. Therefore, the scientific and practical problem is to develop simple, convenient and adequate methods of business planning for virtual business.

Analysis and research of publications

The business plan, as a tool for economic justification of business activities, has been used in world practice for many years. The essence and order of business planning used in Ukraine with the details of the main sections are disclosed in many textbooks, scientific and applied research, starting with the works S. Pokropyvny, G. Shvydanenko, S. Sobol, Z. Varnaliya, O. Derevyanko, A. Kolot, L. Schwab, G. Tarasyuk and others. Among foreign scientists we consider the works of Schmalen G., Sluka A., Peters G., Rosen H. and others to be quite useful in the methodological support of business calculations.

The Ukrainian business environment uses a significant number of modern business planning software products, for example: «Jsolutions», «BAS Small business», «Fox Manager BPA», Business Plan PL, COMFAR, Project Expert, Business Plan PL, Alt-Invest and other. Practical guidelines for developing business plans are also outlined in foreign standards and practices, in particular, UNIDO, TASIC. These applications and scientific and methodological developments are used for organizational and financial planning of traditional businesses, which have a clear material embodiment of the product (service) and production resources. The conditions for the development of virtual business, as a fundamentally new concept of supply of goods (services) and the involvement of resources,

these recommendations are indirectly consistent. In a virtual business, a special production resource is the intelligence of employees. There is also a significant difference from traditional (material) types of business in the way of distribution of products and services [1]. That is, according to market conditions, virtual business mainly uses intellectual work. Accordingly, the result of this work must be evaluated. This is confirmed by the authors' research [2], which proves the relationship between the intellectual potential of employees and the market success of virtual business. Of course, not everything has been studied in various aspects of virtual (digital) business and the mechanisms of its digital transformation and commercialization. If some digital technologies (for example, blockchain technologies) have already become widespread and are widely discussed in scientific and practical circles for commercialization, as in [3], while others, including artificial intelligence technologies, are less studied. It is obvious that the problems of creating real values in virtual business [4] prove the need to necessarily align the business technologies of digital transformation with the strategy, practice and interests of all stakeholders. In practice, this is probably done in the same way as developing a business plan.

As such, business planning techniques for virtual (intellectual, intangible) business are not found in modern scientific sources. A common means of presenting and summarizing planning results is a business model, in particular for virtual business [3,5]. This concept has already entered the practice of business calculations, economic justification and often replaces the concept of «business planning». Regarding actual aspects of business modeling in this subject area (virtual business and intangible services), then generalized recommendations for developers of information products are limited to the presentation of relevant business information in only 6 areas: business strategy, business structure, business culture, organizational processes, technological strategy and technological structure [5].

That is, despite all the actualization of the virtual business as a generator of commercial values, today there are almost no scientific and practical recommendations for planning such a business in the field of computer services. Methodological complications stem from the very nature of virtual business: capitalized, or generate profit, mainly information and intellectual production resources [1]. Thus, in the first place in business planning is the correct identification and economic evaluation of the creation of a virtual product.

The purpose of the article

The purpose of the article is the development and testing of business planning method in a

Table 1

Analysis of the competitive market environment of this computer service for the development of logos

Competitors	Evaluation of analogues	Price, UAH / logo
https://www.renderforest.com/	0.80	from 300
	0.90	from 675
https://looka.com/	0.75	from 400
	0.90	from 600
https://app.logopony.com/	0.95	from 515

particular area of virtual business – the provision of computer services.

Presentation of the main material

For the purpose of studying the specifics of planning in the field of virtual business, the authors went all the way from developing an original idea of a virtual business for computer services, its practical implementation in the form of creating a prototype of a virtual product to a complete economic justification of the project. Thus, the commercial potential of a virtual business for the development of sketches of logos (insignia, trademarks of goods and services) was analyzed. The principle of construction a business plan and highlighting the key characteristics of the sections is borrowed from [6].

Description of the idea of a virtual business

Traditionally, all methodical recommendations for business planning begin with a description of an entrepreneurial or business idea. This section forms a complete picture of a particular product or service. Thus, a project is developed to provide graphic design services or create a corporate identity – sketches of virtual logos, as identification marks of any economic agents, goods, services, etc. Separately, in this example, a virtual product is being developed as a software application that can generate many logos. And separately described replicated virtual service – generating logos. Technically (virtually) this happens using two neural networks (generative-competitive neural network and a network similar in type to Interactive Deep Colorization) under the control of a specialist designer.

Competitive advantages of virtual logo design services should be:

- high level of uniqueness;
- compliance with the specifics of the selected subject area,
- cost, which is much cheaper than the services of a designer.
- the prospect of expanding functionality.

Analysis of the competitive environment

Today the market of graphic design in Ukraine is at the stage of formation. Conditionally, you can divide this market into several categories according to the method of developing logo sketches: design studios; independent designers, online generators;

online constructors. The price of the corresponding analogues varies in the range of 300–27000 UAH for the service [7]. The analysis of competitors in this business was conducted indirectly: by the functionality and characteristics of the virtual service for the creation of computer logos. The peculiarities in compiling the section are revealed: the complexity of searching for analogues of this virtual service in the context of all the main aspects – functionality, originality, time and cost of development, etc. The problem is solved by generalizing and formalizing the qualitative and consumer properties of competitors. The composed data are given in table 1. The quality standard (for «1») is the qualitative characteristics of the logo generated through the own development of the software application.

Thus, the products of competitors in terms of quality characteristics and consumer properties are worse than designed, and the price starts from 300 UAH.

Valuation of virtual business

Business assessment was carried out as a calculation of the cost of the created virtual product – software application. It was taken into account that this software application is used as a tool for creating computer services for logo design. A cost approach has been used for appropriate assessment. Table 2 lists the main costs of software development: labor costs (and social security contributions) for software developers, depreciation deductions of computer equipment, energy consumption, utility costs, and information services costs.

Table 2

Cost estimate of creating a virtual product – software application

Cost item	Value, thousand UAH		Share of costs,%
	1 quarter	2 quarter	
Labor costs	39.30	68.60	75.7
Depreciation deductions	3.90	3.90	4.0
Energy consumption	0.70	1.40	1.4
Utility costs	9.60	3.00	3.1
Other associated costs	53.20	15.00	15.6
Amount of expenses:	104.60	95.30	100.0
Inflation index	1.02	1.07	
Cost reduction factor	1.02	1.09	
Adjusted cost amount:	106.70	103.90	

It is seen that the vast majority of costs (75%) is the labor costs of software developers. Total costs represent the amount of time-adjusted costs for both quarters 210.6 thousand UAH. If the term for the development of an intellectual product is less than 1 year, the adjustment of cost items for the time factor can be omitted. It is advisable to calculate the cost of a virtual product (business) according to the income approach in cases where there is more information about the use of the developed product.

Virtual business risk assessment

The virtual environment effectively simplifies business operations and limits the range of risks. In our opinion, the most real and significant risks of this business are competitive prices and the number of orders for services (or sales volumes). We have taken into account such possible changes in market conditions: the price of a virtual service, the volume of sales and the corresponding actions of the business entity. To assess the market behavior of economic agents, we used the concept of game theory, as the construction of a payment matrix. An important point in this was the target determination of the volume of orders, and hence the volume of sales. We made the corresponding forecast based on official statistics [8]: an average of 26632 companies are registered in Ukraine every month, so it is logical to assume that at least a percentage of them will order logos from this business entity. Up to about 240 orders per

month can be real. Then the sales of the product for the quarter are:

$$G=3 \cdot P \cdot Q=3 \cdot 200 \cdot 240=144 \text{ thousand UAH/sq.,}$$

where P – the price of a virtual service (ordering a logo); Q – number of proposals (orders) of logos.

Expected profit:

$$EBT=G-TC=144-106.7=37.3 \text{ thousand UAH/sq.,}$$

where TC – average total costs of intellectual business for the quarter (table 2), thousand UAH.

Let's determine the profits of doing business in different market conditions and, accordingly, different pricing options. The following options for market changes are forecast: variant A – situation «at the moment», without significant market changes; variant B – reduction of market demand for the product; variant C – increasing market demand for the product; variant D – unforeseen costs. We accept pricing options, respectively 200, 240 and 170 UAH/logo.

Determining the optimal pricing option was for:

– mathematical criteria for risk assessment [9]: coefficient of variation K_{va} (calculated according to the values of expected profits Π_{cp} and dispersions $D(\Pi)$) and risk factor K_R (for which the indicators

Table 3

Payment matrix of profits (Π , thousand UAH / sq.), mathematical risk assessments and criteria for substantiation of risk decisions

Options	Market situations				Mathematical risk assessments						Risk assessments based on subjective criteria		
	A	B	C	D	Π_{cp}	$D(\Pi)$	K_{var}	S_{var}^+	S_{var}^-	K_R	Laplace	Wald	Savage
$p_i=$	0.3	0.2	0.2	0.3									
$\Pi=200$	37.3	5.1	58.9	-5.9	22.2	633.6	1.1	675.3	592.0	0.94	23.9	-5.9	33.1
$\Pi=240$	66.1	29.5	92.1	14.3	48.4	895.5	0.6	948.2	842.8	0.94	50.5	14.3	0
$\Pi=170$	15.7	-13.3	34.1	-21.0	2.6	467.5	8.4	500.9	434.2	0.93	3.9	-21.0	58.0

Table 4

Business organization cost plan

Stage	Task	Time	Costs (UAH)
The first stage (3 months)	Registration for tax purposes	The first week	0
	Buying a domain name	The first week	3500
	Hosting	The first week	1050
	Dedicated additional server	The first week	5000
	Project implementation	10 weeks	0
	Facebook Ads	Last week	28 000
	Notebook	The first week	15 599
The second stage (3 months)	Advertising with partners	1 week 2nd stage	0
	Project scaling	10 weeks (2nd stage)	0
	Development of chatbots (Viber/Telegram)	4 weeks, in parallel with scaling)	10 000
	Designer	From the beginning of the 2nd stage	24000
	Support for chatbots by operators	From the beginning of the 2nd stage	18 000
Total		6 months	105 149

of negative and positive semivariations were determined separately S_{var}^- , S_{var}^+ ;

– criteria of subjective perception of risk (Wald, Savage, Laplace), which take into account the attitude of the decision-maker to the risks [9].

The least risky pricing option was option B (table 3), this result is indicated by the value of the coefficient of variation: 0.6 – the least of the pricing options. So, we accept the price of the virtual service 240 UAH – for the generated logo sketch.

Organizational plan

It is convenient to present the plan of expenses for the organization of business in the form of the chronological list of events (table 4).

The Facebook platform was chosen because of the following advantages: the platform allows you to personalize ads for a range of users who are filtered by (age, location and interests). At the same time, the fees for such advertising are quite low, and it is possible. start and stop the campaign at a convenient time. Another great advantage of the platform is the integration of advertising into other networks and platforms: Instagram; AliExpress; Bitrix24; Google AdWords and many others. The project for the formation of fixed capital includes the cost of buying a laptop (UAH 15 599 (one-time)), domain name, hosting, server and primary advertising (UAH 37 550).

Financial and economic plan

To determine the amount of start-up capital, the costs of the organization and the start of this business are synchronized in time with the expected income (data are given in table 5).

As expected, the start-up capital is small: 26.3 thousand UAH.

To reconcile current income and expenses, we

calculate the financial plan (Table 6).

Presentation of a virtual project (resume or business model)

It is known that the first information about a business is given by a resume. However, we consider the form of business presentation in the form of a business model to be more successful and modern. This gives a clear perception of the business project and the key points of doing business, such as Business Canvas [10]. The corresponding business model is shown in Figure. Methods and formulas for calculating indicators of economic efficiency are borrowed from [6].

This approach to the presentation of business can be considered an alternative to the traditional «summary» in the business plan, because the business model identifies all the main aspects of the project: essence, competitive advantages and relevance of the market offer, main resources, potential wrappers and indicators of economic feasibility.

Conclusions

The study, which consisted of a practical part (web development and web design) and synchronous economic testing, revealed the following features in the business planning of a virtual business for the provision of computer services:

– product identification and description must clearly distinguish between a virtual product-tool (or production resource) and a virtual product-service that is replicated;

– in the description and definition of competitive advantages of a virtual product (service) there is a complexity of search of analogues in a cut of all basic aspects of functionality. The problem

Table 5

Calculation of the start-up capital of intellectual business

Indicator	1st year by quarters, thousand UAH				
	1st	2nd	3rd	4th	Total
Costs together (B)	98.3	77.9	67.9	67.9	312.1
Income from sales of products (Д)	72.0	144.0	150.0	156.0	522.0
Capital requirements (K=B-Д)	26.3	–	–	–	–

Table 6

Income and expenditure plan (thousand UAH)

Indicator	1st year by quarters					2nd year
	1st	2nd	3rd	4th	Total	
The volume of services provided	72.0	144.0	150.0	156.0	522.0	624.0
Costs together (B)	98.3	78.0	67.0	67.0	312.1	314.0
Adjusted income (1 – 2)	–26.3	66.0	82.0	88.0	209.8	309.9
Tax	0	9.9	12.3	13.2	31.4	46.4
Net profit (3 – 4)	–26.3	56.1	69.7	74.8	178.3	263.4

Problem: Development of distinctive signs of goods and services (logos)	Decision: Generation of logos using artificial intelligence	Suggestions: Creation of logos considering all features of subject area and wishes of the customer	Hidden benefits: Choice of color and font depending on the subject area	Target consumer market: business (startups, existing enterprises), interested individuals
Existing alternatives: Available on the market, but at a higher price and with limited functionality	Basic resources: Developed software (computer application)		Sales channels: Access to the site, social networks, advertising platforms	Risks: – competitive pricing; – volume of orders
Economic efficiency: Break-even point 149 orders / month or 35 thousand UAH. Business profitability 67% Payback period of capital 0.12 of the year		Sources of income: Subscription income, individual logos without overpayment, 48 thousand UAH / month.		

Business model of virtual business for computer services

can be solved by generalizing and formalizing the qualitative and consumer properties of products similar to competitors;

– the evaluation of the virtual product-software by the cost approach may also reflect the minimum market value of the virtual business itself;

– in the assessment of business risks it is enough to take into account the most significant and fundamental: as a rule, these are the risks of competitive pricing and sales volumes. Risks can be assessed on the basis of subjective or psychological perception;

– an important purpose of the financial plan is to calculate the start-up capital and expected profit. To determine the amount of start-up capital, the projected costs must be synchronized in time with the expected income.

Also, as an alternative to the traditional «resume», it is useful to visualize the main directions and results of activities in the form of a business model «Business Canvas». A prototype of the site should be a mandatory appendix to the business plan in the field of computer services. Thus, the practical and methodological following of the content of the traditional sections of the business plan has significantly simplified the overall presentation and calculation of the effectiveness of the virtual project. The proposed methodology and generalized practical recommendations for business planning, we believe, will allow us to abstract from the insignificant and focus time and effort on more important and fundamental issues of virtual business: acquaintance with the existing technologies of virtual product development and possibilities of their integration.

REFERENCES

1. Shevchenko L.S., Hrytsenko O.A., Kaminska T.M., Makukha S.M., Marchenko O.S., & Nechiporuk L.V., et al. (2014). *Nematerialna ekonomika: upravlinnia formuvanniam i vykorystanniam intelektualnoho kapitalu* [Intangible economy: management of the formation and use of intellectual capital]. Kharkov: Pravo [in Ukrainian]
2. Badzicska E., & Brzozowska-Woń M. (2017). Entrepreneurship in virtual economy: The case of currency one SA. *Journal of Management and Business Administration. Central Europe*, 25 (3), 2-19 [in English].
3. Schlecht L., Schneider S., & Buchwald A. (2021). The prospective value creation potential of Blockchain in business models: A delphi study. *Technological Forecasting and Social Changes*, 166, 120601 [in English]
4. Mushore R., & Kyobe M. (2019). Optimizing the business value of digital transformation by aligning technology with strategy, work practices and stakeholder interests. *Conference Paper 10th Annual Information Technology, Electronics and Mobile Communication Conference, IEMCON 2019*. (pp. 403-408). Canada, Vancouver [in English]
5. Ullah A., Lai R., & Marjoribanks T. (2013). A proposed model for business sustainability based on business and information technology. *Journal of Software*, 8 (11), 2796-2806 [in English].
6. Pokropyvnyi S.F., Sobol S.M., Shvydanenko H.O., & Derevianko O.H. (2002) *Biznes-plan: tekhnolohiia rozrobky ta obgruntuvannia* [Business plan: development technology and rationale]. Kiev: KNEU [in Ukrainian]
7. Sait finansovogo portala «Finance» [Site of financial portal «Finance»]. *finance.ua*. Retrieved from: <https://news.finance.ua/ru/news/-/459818/skolko-zarabatyvayut-dizajnery-v-ukraine-issledovanie> [in Ukrainian].
8. Sait derzhavnoi sluzhbi statistiki Ukraïni [Site of the State Statistics Service of Ukraine]. *ukrstat.gov.ua*. Retrieved from: http://ukrstat.gov.ua/operativ/operativ2012/fin/fchpr/fchpr_u/

fchpr_sv_0312_u.htm. [in Ukrainian].

9. Sait obucheniya po upravleniya proektami [Site of project management training]. *projectimo.ru*. Retrieved from: <http://projectimo.ru/upravlenie-riskami/metody-ocenki-riskov.html> [in Russian].

10. Sait obuchayushchej kompanii «LeadStartup» [Site of training company «LeadStartup»]. *leadstartup.ru*. Retrieved from: <https://leadstartup.ru/db/lean-canvas> [in Russian].

Received 14.03.2021

Reviewer: Doct. of Econ. Sc., Ass. Prof. Fedulova S.O.

АКТУАЛЬНА МЕТОДИКА ПЛАНУВАННЯ ВІРТУАЛЬНОГО БІЗНЕСУ: ПРАКТИЧНІ АСПЕКТИ

Дудка А.С., Іванова М.В.

Вирішувалась науково-практична проблема з розробки простої, зручної та адекватної методики бізнес-планування для віртуального бізнесу. Показано, що існуючі науково-методичні рекомендації, комп'ютерні засоби і додатки, які застосовують для організаційного і фінансового планування традиційних видів бізнесу, умовам розвитку віртуального бізнесу відповідають опосередковано. Прийнято до уваги недостатню узгодженість основних аспектів віртуального (цифрового) бізнесу, пов'язаних зі складними механізмами цифрової трансформації і комерціалізації. Для розуміння особливостей планування у сфері віртуального бізнесу авторами був пройдений весь шлях від обґрунтування підприємницької ідеї найбільш актуальної моделі віртуального бізнесу до її практичного втілення у вигляді розробленого веб-сайту для генерування логотипів (знаків відрізнєння товарів і послуг) і повного економічного обґрунтування. Практичне і методологічне слідування змісту традиційних розділів бізнес-плану дозволило суттєво спростити загальне надання і розрахунок ефективності для віртуального проекту. Виявлено такі особливості у бізнес-планування віртуального бізнесу з надання комп'ютерних послуг: ідентифікація і опис продуктів має чітко розмежовувати віртуальний продукт, як засіб або виробничий ресурс, і віртуальний продукт-послугу, яка може тиражуватися; є об'єктивна складність у визначенні конкурентних переваг віртуального продукту (послуги) в розрізі всіх основних аспектів функціоналу; оцінювання віртуального продукту-програмного засобу за витратним підходом може також відбивати і мінімальну ринкову вартість самого віртуального бізнесу; в оцінюванні бізнес-ризиків достатньо враховувати найбільш суттєві і принципові: ризики конкурентного ціноутворення та обсягів реалізації; важливим призначенням фінансового плану є розрахунок стартового капіталу та очікуваного прибутку. Таким чином, запропонована методика складання бізнес-плану і узагальнені практичні рекомендації дозволять абстрагуватися від несуттєвого та зосередити час і зусилля на більш важливих і принципових питаннях віртуального бізнесу: ознайомлення з існуючими технологіями розробки віртуального продукту та можливостями їх інтегрування.

Ключові слова: бізнес-план, віртуальний бізнес, комп'ютерні послуги, методика, оцінка, практичні рекомендації.

АКТУАЛЬНАЯ МЕТОДИКА ПЛАНИРОВАНИЯ ВИРТУАЛЬНОГО БИЗНЕСА: ПРАКТИЧЕСКИЕ АСПЕКТЫ

Дудка А.С., Иванова М.В.

Была решена научно-практическая проблема по разработке простой, удобной и адекватной методики бизнес-планирования для виртуального бизнеса. Показано, что существующие научно-методические рекомендации, компьютерные средства и приложения, которые применяют для организационного и финансового планирования традиционных видов бизнеса, условиям развития виртуального бизнеса соответствуют опосредованно. Принято во внимание недостаточная согласованность основных аспектов виртуального (цифрового) бизнеса, связанных со сложными механизмами цифровой трансформации и коммерциализацией. Для понимания особенностей планирования в сфере виртуального бизнеса авторами был пройден весь путь от обоснования предпринимательской идеи наиболее актуальной модели виртуального бизнеса до ее практического воплощения в виде разработанного веб-сайта для генерирования логотипов (знаков отличия товаров и услуг) с полным экономическим обоснованием. Практическое и методологическое следование содержанию традиционных разделов бизнес-плана позволило существенно упростить общее представление и расчет эффективности виртуального проекта. Выявлены следующие особенности в бизнес-планировании виртуального бизнеса по предоставлению компьютерных услуг: при идентификации и описании продуктов необходимо четко разграничивать виртуальный продукт, как средство или производственный ресурс, и виртуальный продукт-услугу, которая может тиражироваться; обоснована объективная сложность в определении конкурентных преимуществ виртуального продукта (услуги) в разрезе всех основных аспектов функционала; показано, что оценка виртуального продукта-программного средства по затратному подходу может также отражать и минимальную рыночную стоимость самого виртуального бизнеса; в оценке бизнес-рисков достаточно учитывать наиболее существенные и принципиальные: риски конкурентного ценообразования и объемов реализации; важным назначением финансового плана является расчет стартового капитала и ожидаемой прибыли. Таким образом, предложенная методика составления бизнес-плана и обобщенные практические рекомендации позволят абстрагироваться от несуттєвого и сосредоточить время и усилия на более важных и принципиальных вопросах виртуального бизнеса: ознакомление с существующими технологиями разработки виртуального продукта и возможностями их интегрирования.

Ключевые слова: бизнес-план, виртуальный бизнес, компьютерные услуги, методика, оценка, практические рекомендации.

ACTUAL METHODOLOGY PLANNING OF VIRTUAL BUSINESS: PRACTICAL ASPECTS

Dudka A.S, Ivanova M.V. *

Ukrainian State University of Chemical Technology, Dnipro, Ukraine

*email: 470629.marina@gmail.com

Ivanova M.V. ORCID: <https://orcid.org/0000-0003-2620-7168>

The scientific and practical problem of developing a simple, convenient and adequate business planning methodology for virtual business was solved. It is shown that the existing scientific and methodological recommendations, computer tools and applications are well suited for organizational and financial planning of traditional business. And these recommendations do not fully meet the conditions for the development of virtual business. The lack of coordination of the main aspects of virtual (digital) business associated with complex mechanisms of digital transformation and commercialization is taken into account. To understand the specifics of planning in the field of virtual business, the authors went all the way of developing a business plan: from substantiating a business idea of an actual virtual business model to its practical implementation in the form of a website for generating logos (insignia, trademarks of goods and services) and a complete economic justification. Practical and methodological following to the traditional sections of the business plan made it possible to significantly simplify the general presentation and calculation of efficiency for a virtual project. A number of features in the business planning of a virtual business for the provision of computer services have been identified. To identify and describe products, it is necessary to clearly distinguish between a virtual product, as a tool or production resource, and a virtual product-service that can be replicated. There is an objective difficulty in determining the competitive advantages of a virtual product (service) in the context of all the main aspects of the functionality. It is shown that the assessment of a virtual product-software tool by the cost approach can also characterize the minimum market value of the virtual business itself. In assessing business risks, it is enough to take into account the most significant and fundamental ones: the risks of competitive pricing and sales volumes. A particularly important purpose of the financial plan is the calculation of the start-up capital and the profit forecast. Thus, the proposed methodology for developing a business plan and generalized practical recommendations will allow us to abstract from the insignificant and focus time and efforts on more important and fundamental issues of virtual business. These include familiarization with existing technologies for developing a virtual product and the possibilities of their integration.

Keywords: business plan, virtual business, computer services, methods, evaluation, practical recommendations.

REFERENCES

1. Shevchenko L.S., Hrytsenko O.A., Kaminska T.M., Makukha S.M., Marchenko O.S., & Nechiporuk L.V., et al. (2014). *Nematerialna ekonomika: upravlinnia formuvanniam i vykorystanniam intelektualnoho kapitalu* [Intangible economy: management of the formation and use of intellectual capital]. Kharkov: Pravo [in Ukrainian]
2. Badzicska E., & Brzozowska-Woń M. (2017). Entrepreneurship in virtual economy: The case of currency one SA. *Journal of Management and Business Administration. Central Europe*, 25 (3), 2-19 [in English].
3. Schlecht L., Schneider S., & Buchwald A. (2021). The prospective value creation potential of Blockchain in business models: A delphi study. *Technological Forecasting and Social Changes*, 166, 120601 [in English]
4. Mushore R., & Kyobe M. (2019). Optimizing the business value of digital transformation by aligning technology with strategy, work practices and stakeholder interests. *Conference Paper 10th Annual Information Technology, Electronics and Mobile Communication Conference, IEMCON 2019*. (pp. 403-408). Canada, Vancouver [in English]
5. Ullah A., Lai R., & Marjoribanks T. (2013). A proposed model for business sustainability based on business and information technology. *Journal of Software*, 8 (11), 2796-2806 [in English].
6. Pokropyvnyi S.F., Sobol S.M., Shvydanenko H.O., & Derevianko O.H. (2002) *Biznes-plan: tekhnolohiia rozrobky ta obgruntuvannia* [Business plan: development technology and rationale]. Kiev: KNEU [in Ukrainian]
7. Sait finansovogo portala «Finance» [Site of financial portal «Finance»]. *finance.ua*. Retrieved from: <https://news.finance.ua/ru/news/-/459818/skolko-zarabatyvayut-dizajnery-v-ukraine-issledovanie> [in Ukrainian].
8. Sait derzhavnoi sluzhbi statistiki Ukraïni [Site of the State Statistics Service of Ukraine]. *ukrstat.gov.ua*. Retrieved from: http://ukrstat.gov.ua/operativ/operativ2012/fin/fchpr/fchpr_u/fchpr_sv_0312_u.htm. [in Ukrainian].
9. Sait obucheniya po upravleniya proektami [Site of project management training]. *projectimo.ru*. Retrieved from: <http://projectimo.ru/upravlenie-riskami/metody-ocenki-riskov.html> [in Russian].
10. Sait obuchayushchej kompanii «LeadStartup» [Site of training company «LeadStartup»]. *leadstartup.ru*. Retrieved from: <https://leadstartup.ru/db/lean-canvas> [in Russian].