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Faculty of Management and Business
Department of International Economic Relations, Business & Management

Bachelor's Qualification Work

IT management in a non-IT company
(based on AtletiCo case)

Bachelor student of the 4th year of study

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Abstract

The work is dedicated to the analysis of information technology (IT) management in a company that does not specialize in IT, using the example of the fitness clubs LLC «Atletico». It examines the role of IT in modern companies, characterizes models and approaches to IT management, identifies obstacles and opportunities in managing IT in the non-IT sector. Special attention is given to the analysis of the business activities of LLC «Atletico», determining the structure of the IT department in the enterprise, developing a strategy for improving IT management, as well as identifying ways to improve marketing based on IT technologies. The work analyzes the economic efficiency of the proposed measures, including the development of a mobile application, the use of virtual reality to create a unique training experience, and the optimization of the website to improve online presence. The results of the study showed that the integration of modern IT solutions can significantly increase the efficiency of business processes, attract new customers, and strengthen the loyalty of existing ones, contributing to the sustainable growth and development of the company. The work contains recommendations for the implementation of the proposed measures aimed at improving IT management and enhancing marketing based on IT technologies in LLC «Atletico».

Keywords: IT management, models, fitness clubs, business activities, mobile application, virtual reality, IT-based marketing, economic efficiency.

Анотація

Робота присвячена аналізу управління інформаційними технологіями (ІТ) в компанії, що не спеціалізується на ІТ, на прикладі фітнес-клубів ТОВ «Атлетіко». Досліджується роль ІТ у сучасних компаніях, характеризуються моделі та підходи до управління ІТ, визначаються перешкоди та можливості в управлінні ІТ у не-ІТ-секторі. Особливу увагу приділено аналізу господарської діяльності ТОВ «Атлетіко», визначенню структури ІТ-департаменту на підприємстві, розробці стратегії вдосконалення управління ІТ, а також визначенню шляхів удосконалення маркетингу на основі ІТ-технологій. У роботі аналізується економічна ефективність запропонованих заходів, включаючи розробку мобільного додатку, використання віртуальної реальності для створення унікального навчального досвіду та оптимізацію веб-сайту для покращення присутності в Інтернеті. Результати дослідження показали, що інтеграція сучасних ІТ-рішень може значно підвищити ефективність бізнес-процесів, залучити нових клієнтів і зміцнити лояльність існуючих, сприяючи стабільному зростанню та розвитку компанії. У роботі

містяться рекомендації щодо впровадження запропонованих заходів, спрямованих на вдосконалення управління ІТ та активізацію маркетингу на основі ІТ-технологій в ТОВ «Атлетіко».

Ключові слова: ІТ-менеджмент, моделі, фітнес-клуби, підприємницька діяльність, мобільний додаток, віртуальна реальність, ІТ-маркетинг, економічна ефективність.

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Head of Department

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TASK

FOR BACHELOR'S QUALIFICATION WORK OF STUDENT

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1. Topic of the bachelor's qualification work

IT Management in a non-IT company (Based on AtletiCo case)

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3. Data-out to the bachelor's qualification work _____

4. Contents of the explanatory note (list of issues to be developed) Achieving this aim is determined by the solving of the following tasks:

1. Identify the role of IT in modern companies;
2. Characterize models and approaches to IT management;
3. Identify obstacles and opportunities in IT management in the non-IT sector;
4. Analyze the business activities of LLC «Atletico»;
5. Determine the structure of the IT department in the enterprise;
6. Develop a strategy for improving IT management;
7. Identify ways to improve «Atletico's» marketing based on IT technologies;
8. Analyze the economic efficiency of the proposed measures.

5. List of graphic material (with exact indication of any mandatory drawings)

6. Consultants for parts of the bachelor's qualification work

| Part of the project | Surname, name, position | Signature, date | |
|---------------------|---|---|----------|
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| 2 | Seleznova R  |  | |
| 3 | Seleznova R  |  | |

7. Date of issue of the assignment


Time Schedule

| № | The title of the parts of the qualification paper (work) | Deadlines | Notes |
|----|--|----------------------------|-------|
| 1 | I part of master thesis | <i>Prior to 27.02.2024</i> | |
| 2. | <u>II part of master thesis</u> | <i>Prior to 27.02.2024</i> | |
| 3. | <u>III part of master thesis</u> | | |
| 4. | Introduction, conclusions, summary | | |
| 5. | Pre-defense of the thesis | <i>29.04.2024</i> | |

Student



(signature)

Supervisor 
(signature)

Conclusions: The student is allowed to defend. The thesis meets the requirements. The student deserves a positive assessment


Supervisor 
(signature)

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INTRODUCTION

In today's dynamic business environment, where the speed of response to changes and the efficiency of internal processes determine a company's success, the management of information technology (IT) gains special importance. This applies not only to IT companies but also to organizations for whom the main type of activity is not directly related to IT. Understanding how to effectively manage IT in non-IT companies can significantly increase their competitiveness, optimize costs, and improve the quality of services.

The relevance of the study stems from the global trend of digitalization, which encompasses all areas of business, including non-IT companies. In today's world, where digital technologies are rapidly developing and changing the usual approaches to business, the integration of IT solutions becomes a key factor for success. This is especially relevant for the fitness services sector, where the use of innovative technologies can significantly improve the quality of customer service, optimize internal processes, and provide companies with advantages in a competitive market.

For the fitness clubs LLC «Atletico», the significance of the study lies in exploring and analyzing the implementation and management of IT systems that meet the unique needs and challenges of the fitness industry. In conditions of increasing competition and changing consumer demands, «Atletico» faces the necessity of constantly adapting its services and processes. Analyzing IT activities in the company will allow identifying effective technology management strategies that will contribute to improving work efficiency, ensuring a high level of customer satisfaction, and strengthening market positions. Thus, the study acquires

significant importance for the development and implementation of IT strategies adapted to the specifics of non-IT companies in the fitness sector.

The aim of the study is to develop recommendations for optimizing IT management in non-IT companies, using the example of «Atletico» fitness clubs, with a focus on integrating IT solutions to enhance business efficiency.

To achieve the aim of the study, the following tasks must be accomplished:

- identify the role of IT in modern companies;
- characterize models and approaches to IT management;
- identify obstacles and opportunities in IT management in the non-IT sector;
- analyze the business activities of LLC «Atletico»;
- determine the structure of the IT department in the enterprise;
- develop a strategy for improving IT management;
- identify ways to improve «Atletico's» marketing based on IT technologies;
- analyze the economic efficiency of the proposed measures.

The object of the study is the process of IT management in non-IT companies. **The subject of the study** includes methods and tools for IT management, as well as strategies for integrating IT solutions at LLC «Atletico».

The research is based on the application of methods such as comparative analysis, SWOT analysis, case study, benchmarking, forecasting, and modeling.

The scientific novelty of the research lies in the development of a comprehensive approach to IT management in non-IT companies, particularly in the fitness services sector, as exemplified by LLC «Atletico». This approach involves not only adapting modern IT solutions to the specifics of the business but

also developing effective integration strategies and methods for assessing the impact of IT on company operations. A distinctive feature of this study is its focus on the peculiarities of implementing and using IT in the fitness industry, which requires a special approach due to high customer interaction and the need for continuous service updates.

The research contributes to the understanding of how IT can enhance customer service quality, optimize internal processes, and ensure market competitiveness. Special attention is given to analyzing the impact of IT on the development of business models for fitness clubs, including the use of online platforms for training, fitness activity tracking systems, and integration with social networks for marketing campaigns. Thus, the study offers a new perspective on strategic IT management in non-IT companies, adapted to the needs and challenges of the modern fitness industry, opening new opportunities for development and innovation.

CHAPTER 1. THEORETICAL BASIS OF IT MANAGEMENT

1.1. The role of IT in Modern companies

IT capabilities play a key role in ensuring the success of modern companies, allowing them to realize business values and maintain competitive advantages. They are especially important in an unstable business environment, where they help companies adapt to rapid changes, cope with challenges, and seize new opportunities. IT technologies in companies facilitate the formulation and implementation of business strategies, leading to growth and the creation of competitive advantages.

The development of IT capabilities, including the collection, processing, storage, and analysis of information, allows companies to better utilize opportunities and avoid potential threats. This also contributes to identifying the strengths and weaknesses of business strategies. IT helps companies understand the external environment and adapt their strategies according to changes in the world around them.

IT management can be defined as the process of planning, organizing, coordinating, and controlling the information technology resources within an organization. This process includes strategic and tactical management of IT resources, encompassing equipment, software, human resources, and data, with the aim of effectively performing business functions and achieving corporate goals (Azma, 2012).

Management focuses on optimizing the use of IT resources to enhance the overall efficiency and productivity of the organization, as well as ensuring that the IT strategy aligns with the overall business strategy (Bhatt, 2005). This includes

project management, risk management, quality management, as well as the development and implementation of IT policies and procedures.

Key aspects of IT management include change management, ensuring business continuity, information and data protection, as well as the integration of technological innovations. This also encompasses managing relationships with suppliers and external partners, as well as the development and support of IT staff (Chen and Siau, 2012)

IT capabilities in modern companies play a crucial role as they involve the organization's ability to effectively use and manage a wide range of IT resources, including physical components, networks, databases, software, and social skills. These capabilities can be viewed through three main dimensions — infrastructure, business scope, and proactive stance (Albercht, 2005). IT infrastructure covers technical aspects such as hardware, software, and network systems, which form the basis for the implementation of IT products and innovative processes. Business scope reflects the company leadership's ability to integrate IT resources to support and advance business goals, as well as to develop and implement IT strategies that align with the company's overall mission and strategic planning.

The proactive stance of IT includes the company's ability to actively seek and implement IT solutions and innovations that contribute to improving business processes and creating new opportunities. This also involves continuous improvement in the use of IT to achieve greater efficiency and competitiveness (Chu and Wang, 2019).

Collectively, IT capabilities are fundamental for modern companies as they enable the effective use of technology to support business operations, strategy development, and adaptation to changes in the external environment.

Organizational intelligence plays a key role in modern companies as it encompasses comprehensive business management and strategic policy setting.

This includes methods of mutual enhancement for gathering and utilizing both explicit and tacit knowledge, which contributes to improving the overall efficiency of the organization and achieving specific outcomes within a defined timeframe (Fichman, 2004). Organizational intelligence reflects an organization's ability to mobilize intellectual resources to achieve business goals.

IT is vital for the development of organizational intelligence, as it affects the way employees interact and contribute to the company's intellectual activities. IT facilitates the creation of intelligent organizational structures where employees are considered key sources of knowledge and innovation.

Organizational intelligence covers several dimensions, including strategic vision, shared destiny, change aspiration, alignment and congruence, knowledge deployment, and productivity pressure. Strategic vision refers to an organization's ability to develop and implement long-term goals and strategies that respond to changes in the technological landscape and market conditions (Ivaniuk and Dovzhenko, 2018).

In modern companies, especially in the financial market of Ukraine, IT technologies play a key role in business transformation and development. In particular, there is a significant increase in the use of modern technologies by traditional financial institutions and the emergence of new players in the form of fintech startups and neobanks (Malik, 2019). This reflects the overall trend towards innovation and adaptation to the changing digital environment.

For example, in 2019, 11 new fintech companies appeared on the market, and by 2022, their number peaked at 36 companies. However, over time, as technologies previously considered innovative became more commonplace, the number of new fintech companies in the market began to decrease.

Among the most popular technologies used by Ukrainian fintech startups, the following can be highlighted.

- Application Programming Interface (API) — this tool allows different programs to interact with each other, simplifying processes and saving time.
- Artificial Intelligence (AI) — AI algorithms are applied to create products in the areas of online lending, insurance, and comparison of financial instruments. Chatbots utilizing AI have become the basis for payment services and personal finance products.
- Blockchain — this technology is used for processing and storing information, as well as for customer identification through a decentralized ledger, especially in the cryptocurrency sector.

In the context of modern companies, competitive advantage can be considered a key aspect that allows a business to outperform its competitors. This is achieved by offering customers higher value through unique products that better meet their needs than those of competitors. In the IT sphere, this often means implementing innovative technological solutions that improve customer experience, increase efficiency, and open new opportunities for business.

Competitive advantage in the IT sector is also related to a company's ability to stay ahead of competitors in its industry by using technological innovations to create unique services. This not only attracts customers but also creates a positive image of the company, enhancing its prestige and perceived value by customers.

Digital technologies, such as the internet and cloud computing, allow organizations to create a sustainable competitive advantage by integrating internal and external resources. This facilitates the management and coordination of innovative processes, ensuring innovative activity among organizations (Attaran, 2018).

Technological changes are altering the rules of competition, allowing companies to evolve and exploit new opportunities. IT capabilities become key to

forecasting and adapting to unpredictable external conditions. They help companies achieve business value and maintain a competitive edge.

Modern research emphasizes the importance of understanding the processes through which IT capabilities facilitate the implementation of innovations and the creation of competitive advantages. However, IT can also face challenges such as imitation by competitors, requiring continuous development and adaptation of IT strategies.

Organizational intelligence plays a mediating role between IT capabilities and competitive advantage, influencing a business's ability to compete. IT enhances organizational flexibility and supports the development of competitive strategies. Organizational flexibility allows for sensing and responding to market opportunities and threats, increasing the flexibility of IT infrastructure (Fink, 2007).

In modern companies, the rapid development of information technology (IT) significantly impacts the progress and success of information system (IS) projects. These projects are key to reorganizing business and optimizing services, allowing organizations to strengthen their competitive advantages. Thanks to IT, companies can accelerate business transactions, automate business processes, improve customer service, and enhance decision-making efficiency.

The success of an organization in the modern business environment often depends on the performance of its information systems and related projects. Therefore, evaluating and managing these IS projects becomes critically important for ensuring stable development and success of companies. IT, thus, plays a central role in modern companies, helping them adapt to changing market conditions and implement innovative strategies to maintain their competitiveness.

Accordingly, information technology (IT) plays a crucial role in ensuring the competitiveness and success of companies. IT capabilities, encompassing data

collection, processing, storage, and analysis, contribute to optimizing business processes and enhancing decision-making efficiency. This, in turn, allows companies to quickly adapt to changes in the external environment and implement innovative strategies for growth and development. Effective management of IT resources, including strategic planning and integration of the latest technologies, is key to achieving corporate goals and supporting the sustainable development of the company. Thus, IT becomes an integral part of the strategic management of modern companies, providing the necessary foundation for innovation and adaptation in a rapidly changing business environment.

1.2. Main models and approaches to IT management

In today's dynamic business environment, effective management of information technology (IT) becomes a key success factor for organizations of all sizes and fields of activity. IT management, which encompasses a wide range of activities from the development and implementation of IT systems to their support and optimization, requires from management not only deep technical knowledge but also strategic vision and the ability to innovate. The development and implementation of effective IT management strategies require a comprehensive approach that includes analyzing the current state of IT infrastructure, identifying business requirements and objectives, and selecting optimal tools to achieve them.

One approach to IT management includes the use of ITSM and COBIT methodologies for the effective operation of IT structures in organizations and their integration into the overall business strategy. ITSM, which stands for IT Service Management, focuses on providing high-quality IT services in accordance with business needs (Galliers, Leidner, Simeonova, Agarwal, Sambamurthy, 2020). This approach involves the optimal use of a combination of human resources,

processes, and technologies. ITIL, as a series of documents, supports ITSM by providing best practices for organizing the work of IT departments and companies providing IT services (see Table 1.1). COBIT, on the other hand, acts as a framework for the governance and management of information and related technologies, providing a structured approach to integrating IT into business processes (see Appendix 1). Both systems contribute to increasing the efficiency and productivity of IT functions in organizations, which is key to achieving business goals.

Table 1.1

ITIL (Infrastructure library)

| ITIL Processes |
|----------------------------------|
| Service support |
| ServiceDesk |
| Incident management |
| Problem management |
| Configuration management |
| Change management |
| Release management |
| Service delivery |
| Service level management |
| Financial management |
| Capacity management |
| IT Service continuity management |
| Availability management |

Created by the author based on (Gaibura, 2018)

The second approach is IT Outsourcing (ITO). In the realm of IT management, it is focused on reducing costs associated with IT. It involves delegating tasks related to the development, implementation, and support of information systems to external specialized companies. IT outsourcing

encompasses work at the level of enterprise infrastructure as well as activities related to the development and support of individual system segments (Hamad, 2019). This approach includes a number of advantages, such as cost reduction and access to highly qualified resources, but also has potential drawbacks, including risks associated with data security and dependence on external providers (see Table 1.2)

Table 1.2

Advantages and disadvantages of IT outsourcing

| Advantages | Disadvantages |
|--|---|
| Increase in business profitability through reduced costs of servicing business processes | Threat of confidentiality breach and potential information leakage |
| Concentration of efforts on core business due to outsourcing ancillary processes | Human factor and changes in engineering staff, which can affect information security and efficiency |
| Access to the expertise of the outsourcing company, which specializes in a specific type of activity | Potential lack of promptness in action compared to in-house staff |
| Reliability and stability, as the outsourcing company is responsible for the quality of work | Risk of the outsourcing company's bankruptcy and the need to find a new provider |
| Flexibility of business scaling without the need to hire or lay off own employees | Psychological impact on the service personnel and potential negative consequences for the system |

Created by the author based on (Hamad, 2019)

The next aspect to consider in the context of optimization and management efficiency is the IT management model. The IT management model is a theoretically grounded and systematized scheme for organizing the management

processes of information technologies at an enterprise, which includes procedures and tools for effective planning, organizing, controlling, and supporting IT infrastructure and services.

The term «model» refers to an abstract representation of real IT management processes at an enterprise, which allows for the analysis, prediction, and optimization of their activity. The model serves as a tool for identifying and solving problems, improving processes, and increasing the overall efficiency of IT services (Pcheljans'ka, 2018). It aids in formulating clear objectives, defining key performance indicators (KPIs), and developing strategies to achieve these goals.

Table 1.3

IT Management Models

| Model | Description | Application |
|-------------------------------|--|--|
| IT Service maturity model | Assesses the maturity level of IT services in a company, including processes, people, technology, and organizational structures. | Determining the effectiveness of IT in supporting business goals. |
| IT Portfolio management model | Focused on managing IT investments and projects, similar to managing a financial portfolio. | Determining which IT investments best align with business strategies. |
| IT Resource management model | Focuses on the optimal use of IT resources, including hardware and software, data, and human resources. | Efficient allocation and use of IT resources to support operations. |
| IT Risk management model | Helps identify, assess, and manage risks associated with IT. | Minimizing potential losses from IT system failures and data security. |
| IT Project management model | Concentrated on effective management of IT projects from planning to execution. | Ensuring IT projects are completed on time, within budget, and with the appropriate quality. |

Created by the author based on (Sudershan, 2015).

In the context of the modern business environment, where IT technologies play a key role in the development and support of operational processes, organizations that do not specialize directly in IT still find great benefit in implementing effective IT management. Let's consider several models that help such organizations optimize the use of IT resources.

The first among them is the IT Service maturity model, which provides a comprehensive assessment of the maturity level of IT services in a company. This model covers the analysis of processes, human resources, technologies, and organizational structures that provide IT services. It allows organizations that are not IT-oriented to determine how effectively they are using IT to achieve their business goals and identify potential directions for improvement.

The IT Portfolio management model focuses on managing IT investments and projects, similarly to managing a financial portfolio. This model helps organizations determine which IT investments best match their strategic goals and business needs, ensuring optimal use of resources and maximizing returns from IT projects.

The IT Resource management model focuses on the effective use of IT resources, including hardware and software, data, and human resources. This model assists organizations in optimizing the allocation and use of IT resources, which is critically important for supporting their operations and achieving business goals.

The IT Risk management model plays a vital role in identifying, assessing, and managing risks associated with IT. It helps minimize potential damages from IT system failures, ensures data security, and helps avoid other IT-relevant issues.

The IT Project management model is focused on the effective management of IT projects from their planning to execution and closure. This model ensures that IT projects are completed on time, within budget, and with the appropriate quality, which is critically important for achieving the business goals of non-IT organizations.

Table 1.4

Economic-mathematical modeling methods in IT management at enterprises

| Method | Essence | Application area |
|------------------------------|--|--|
| Adaptive forecasting methods | Model adjustment based on new information. | Forecasting seasonal demand, commodity prices. |
| Discriminant analysis | Pattern recognition and variable discrimination. | Consumer segmentation. |
| Factor analysis | Data structure recovery for concise description. | Analyzing the impact of brand characteristics. |
| Cluster analysis | Dividing data into homogeneous classes. | Determining competitiveness, marketing strategies. |
| Variance analysis | Analysis of feature variation by factors. | Evaluating advertising effectiveness, understanding consumers. |
| Game theory methods | Determining losses for alternative decisions. | Modeling market strategies under risk. |

Table 1.4 continued

| Method | Essence | Application area |
|-------------------------|---|--|
| Risk assessment methods | Determining losses in management decisions. | Minimizing risks when entering the market. |
| Fuzzy logic inference | Modeling with uncertainty. | Market evaluation, sales forecasting. |

Created by the author based on (Gusak and Teslja, 2018)

In the field of IT management at enterprises, the application of economic-mathematical modeling methods plays a crucial role in strategic planning, process optimization, and making informed management decisions. Among these methods, adaptive forecasting methods, discriminant analysis, factor analysis, and cluster analysis hold a special place due to their ability to adapt to changes in the external environment, classify and recognize patterns, identify key influencing factors, and group objects based on similarity.

Adaptive forecasting methods are based on the concept of continuously updating model parameters taking into account new information, which allows for effectively responding to dynamic market condition changes. These methods find wide application in IT management for predicting the demand for products and services, especially considering seasonal fluctuations, as well as for short-term price forecasting, facilitating inventory optimization and pricing.

Discriminant analysis, in turn, is used for classification and pattern recognition based on object characteristics. In the context of IT management, this method allows for effectively segmenting users or customers, enhancing the focus of marketing efforts and service efficiency.

Factor analysis, focused on identifying and reducing the number of variables by extracting the main factors influencing the studied phenomenon, provides a deeper understanding of the impact of product characteristics on consumer choice. This enables IT managers to better understand customer needs and optimize product lines according to these needs.

Cluster analysis, which involves grouping objects based on similarity without predefined categories, opens opportunities for identifying natural groups or segments. In the field of IT management, this method is used for market segmentation, analyzing product competitiveness, and developing effective

marketing strategies, thereby enhancing the competitiveness of the enterprise (Preston, 2009).

Variance analysis is a powerful tool for assessing the impact of various factors on variables of interest, allowing for the analysis of advertising campaign effectiveness, the impact of pricing policies on sales, and understanding consumer preferences. This method helps IT managers determine which marketing and sales strategies are most effective and how changes in pricing policy can affect demand.

Game theory methods play a key role in modeling competitive situations and interactions between market participants, allowing for the identification of optimal strategies under uncertainty and competition. The use of these methods in IT management helps develop market entry strategies, pricing, and risk management, providing the enterprise with a competitive edge.

Risk assessment and analysis methods focus on identifying, analyzing, and minimizing potential losses from management decisions. These methods are indispensable for IT management, as they allow for identifying the most risky aspects of projects and processes, and developing strategies to minimize these risks, ensuring stability and reliability of IT operations.

The fuzzy logic inference method is applied to model situations with a high level of uncertainty, allowing for decision-making based on imprecise information. In IT management, this method can be used for assessing market conditions, forecasting sales, and developing adaptive management strategies, enabling enterprises to quickly adapt to changes in market conditions and consumer demands.

Accordingly, ITSM and COBIT methodologies, which include best practices for IT service management and IT process control respectively, play a key role in providing high-quality IT services that meet business needs. These approaches allow for the optimization of resource, process, and technology usage, as well as

facilitate the integration of IT into the overall business strategy (Ravishankar, 2011).

IT outsourcing, as an alternative approach, focuses on reducing costs and attracting highly qualified resources by delegating tasks related to the development, implementation, and support of information systems to external companies. Implementing IT management models based on theoretically grounded and systematized schemes for organizing IT management processes enables companies to effectively plan, organize, control, and support IT infrastructure and services.

Collectively, the integration of various methods and approaches to IT management is critically important for modern organizations aiming to achieve high efficiency, productivity, and market competitiveness. The choice of specific models and strategies should be based on the organization's specificity, its strategic goals and needs, as well as its ability to adapt to the changing conditions of the market environment.

1.3 Challenges and opportunities of IT management in the non-IT sector

In response to increasing competition caused by the widespread adoption of e-commerce on the internet, companies are increasingly relying on information technologies, equipment, software, and telecommunication networks to optimize their services and enhance productivity. IT becomes an integral part of business strategies, helping to reduce costs, improve communication, expand market recognition, and launch innovative products.

Effective communication is critically important for the success of any company. Modern IT tools, such as online meeting platforms and video

conferencing, allow companies to collaborate in real-time, significantly reducing customer engagement and communication costs with remote staff (Lihonenko, 2005). This also simplifies international cooperation with suppliers and consumers.

IT facilitates strategic thinking, enabling companies to enhance their competitive advantages through analysis and knowledge transfer. Access to social networks and databases provides companies with a unique opportunity to collect and analyze information, contributing to the development of new products.

Information technologies play a key role in storing and protecting valuable information, providing companies with tools for effective data management and protection. While initial investments in IT may seem significant, they prove to be beneficial in the long term due to the optimization of business processes and reduction of internal costs (Kajuchenko, 2009). Availability is a key aspect necessary for the success of any business. Thanks to internet systems, companies have the ability to operate continuously, offering their goods and services without time restrictions. This means that customers do not have to worry about the company's working hours. Also, this simplifies the process of quickly exchanging feedback with customers through online surveys.

One of the main advantages of using information technology is the ability to reach a wide audience. Even local businesses located in small towns can use internet systems to expand their customer base to a national or even global level, opening access to a significantly larger number of potential customers than was possible before.

Support for innovation is also an important advantage provided by information technology. The use of cloud computing allows companies to efficiently expand their IT resources while developing new projects, paying only for the necessary resources, which facilitates the rapid introduction of new products to the market (Sazonets, 2018).

Cloud computing gives companies the ability to quickly adapt to changing market conditions, ensuring the capacity to withstand sharp increases in web traffic without the risk of losing business. This not only allows for increased revenue but also maintains a high level of customer satisfaction.

IT tools that enhance the level of collaboration within companies provide a significant competitive advantage. For example, engineers located directly at the customer's site have the ability to conduct audio or video conferences with technical specialists in the office to discuss and solve complex issues (Malik, 2019). Such interaction promotes the provision of higher quality customer service, allowing the company to stand out from competitors.

A deep understanding of customer needs and preferences through the collection and analysis of data gives companies a strategic advantage. The application of advanced analytical software allows for the development of personalized offers and communications, which contributes to increasing customer satisfaction and loyalty (Lee, 2008).

Furthermore, companies can use IT for strategic changes in their business models. For example, a company that previously focused on sales through physical stores can develop an e-commerce model, allowing it to expand its market, reduce distribution costs, and provide consumers with a more convenient service.

Information technologies (IT) are becoming increasingly important for various sectors not directly related to IT. Organizations face numerous challenges that require careful and strategic approaches for their effective resolution (Kit, 2018). These challenges significantly impact the efficiency, productivity, and competitiveness of organizations across a wide range of industries, from finance to manufacturing and services.

One of the biggest challenges is the insufficient level of IT literacy among employees, which can lead to improper use of IT resources, decreased

productivity, and efficiency of work processes. This requires organizations to implement training and development programs to enhance their employees' IT competencies.

Integrating IT with existing business processes presents another complex task, especially in environments where traditional work methods are deeply rooted in the company's culture. Adapting business processes to new IT solutions can encounter resistance from employees, complicating the process of their implementation and integration (Pleskach, 2004).

As dependence on IT grows, so does the risk of cyberattacks and data breaches, making the protection of confidential information and ensuring a high level of cybersecurity critically important tasks for organizations in non-IT sectors.

Furthermore, investments in IT infrastructure and software can be significant, especially for small and medium-sized enterprises, threatening their ability to effectively use IT due to high costs of acquisition, implementation, and support.

Support and updates of IT systems also require considerable efforts and resources, including the need for constant software updates, replacement of obsolete equipment, and staff training to ensure the smooth operation of IT infrastructure.

Another major challenge is the need to comply with legislative and regulatory requirements, which includes ensuring IT systems comply with data protection laws, copyright, and other regulatory standards, potentially requiring additional efforts and resources.

To overcome these challenges, organizations in non-IT sectors must develop comprehensive IT management strategies that cover all aspects from staff training to IT integration with business processes, data security, cost optimization, and

continuous updating of IT infrastructure, to ensure effective use of IT resources and support the overall organizational development strategy.

CHAPTER 2. ORGANIZATIONAL CHARACTERISTICS OF THE ENTERPRISE AND THE IT MANAGEMENT SYSTEM

2.1 General characteristics and analysis of the economic activity of «Atletico» LLC

The limited liability company «ATLETICO» was founded in 2009. According to the information registered in the Unified State Register of Legal Entities, Individual Entrepreneurs, and Public Organizations (USR), as of 09.08.2021, the company is registered at the address: Kyiv, Mayakovskogo Avenue, bld. 68-A (Chervonoi Kalyny Avenue). The main field of the company's activity is the operation of sports clubs, corresponding to code 93.12. The authorized capital of LLC «ATLETICO» amounts to UAH 6,872,986.89. Additionally, LLC «ATLETICO» owns the registered trademark «Fitness club Atletico».

The «Atletico» fitness center stands out with its unique advantages and attracts clients from all over Ukraine. Thanks to more than a decade of experience in the fitness industry, this brand has earned a reputation as a reliable and well-known name. Currently, the company serves over 30,000 clients, indicating its great popularity and high level of satisfaction among visitors. The market for modern sports complexes in Ukraine shows an annual growth of 20-30%, indicating significant potential for «Atletico» to expand its activities. The company is actively working on integrating the latest technologies and services to meet global standards.

In its pricing strategy and sales development, «Atletico» focuses on effective advertising and PR, receiving support at the national level. Special attention is paid

to staff training in areas such as fitness, sales, marketing, and advertising. «Atletico» continuously implements the latest technologies in fitness, IT, marketing, and customer service. The company offers favorable franchise conditions, ensuring profit and investment payback within the first six months.

The main «Atletico» fitness center offers a wide range of services for active recreation and health improvement. Visitors have access to a two-story gym with modern equipment, three pools of different sizes, including a 25-meter pool, a children's pool, and a pool for infants. Clients also have access to a bathhouse, saunas, relaxation rooms, vending machines with drinks and magazines, as well as bars. For parents, a children's room and the option to use the services of a nursery are offered.

The «Atletico» fitness club stands out in the market thanks to its unique ability to simultaneously offer various types of sports activities, providing clients with comprehensive access to a wide range of fitness opportunities in a conveniently located place. This approach not only promotes the encouragement of a healthy lifestyle among visitors but also features a flexible pricing policy, making the club's services accessible to a wide range of clients, regardless of their financial capabilities.

One of the most important advantages of «Atletico» is its flexible pricing policy, which allows each client to choose a tariff plan that best suits their personal needs and financial possibilities. This ensures an individual approach to each visitor and helps attract a larger audience (Kovalenko, 2003).

The convenient geographical location of the «Atletico» fitness center significantly simplifies access for potential clients, contributing to an increase in attendance and the club's popularity. The club's location in an optimal place allows clients to easily integrate fitness visits into their daily routine without extra effort.

The comprehensive set of fitness services offered by «Atletico» provides a variety of workouts, meeting the needs of clients with different sports preferences. This creates a unique opportunity for clients to experiment with various types of workouts and find what suits them best (Matvienko, 2010).

A key factor ensuring the high quality of services is the highly qualified staff of «Atletico». Professional trainers and consultants are always ready to provide the necessary support and advice, ensuring the effectiveness of workouts and a high level of client satisfaction. They are an integral part of the club's success, helping clients achieve their fitness goals.

The enterprise also regularly updates group programs and classes, the schedule of which changes weekly and is available for review on the club's website or directly at the facility. The development of the class schedule is the result of careful work by the fitness manager, who takes into account the wishes and needs of clients, ensuring diversity and systematicity in the training process.

Table 2.1

Organizational structure of LLC «Atletico»

| Department and units | Position | Main responsibilities |
|--------------------------------|----------------------------------|---|
| Executive leadership | CEO | Strategic leadership and overall management of the company |
| Administrative department | Administrative manager | Coordination of administrative activities |
| Financial department | Financial manager and accountant | Financial management, budgeting, financial analysis |
| Sales and marketing department | Sales manager | Development and implementation of sales strategies |
| | Marketing manager | Advertising, PR, marketing campaigns, brand promotion |
| Operations department | Operations manager | Coordination of the club's daily activities |
| | Fitness manager | Development of fitness programs, training and certification of trainers |

| | | |
|-----------------------------|--------------------------|--|
| Human resources department | HR manager | Recruitment, training, and development of employees |
| IT functions | System administrator | Support of IT infrastructure, collaboration with external contractors for IT solutions |
| | Cybersecurity specialist | Ensuring data protection, cybersecurity consulting |
| Technical department | Maintenance engineer | Technical maintenance and repair of equipment |
| Customer service department | Customer service manager | Ensuring high levels of customer satisfaction, handling complaints and inquiries |
| Training staff | Instructors and trainers | Conducting training sessions and classes, consulting for clients |
| | Reception staff | Registration of visitors, providing information about club services |

Created by the author

In the management structure of LLC «Atletico», the CEO, Valentin Sivolozhskyi, plays a key role, responsible for overall management, strategic planning, and decision-making at the highest level. His activities encompass formulating the mission, vision, and strategic goals of the organization, as well as ensuring their implementation through the coordination of all departments (see Table 2.1).

The Administrative department, led by the administrative manager, is responsible for ensuring the effective functioning of internal processes. This department manages administrative support, including office space management, security provision, and compliance with labor protection standards. The Financial department, under the leadership of the financial manager, ensures the company's financial management, including budgeting, financial control, reporting, and analysis of the organization's financial condition. This department plays a crucial role in financial planning and ensuring financial stability.

The Sales and Marketing department, which includes the sales manager and the Marketing manager, is responsible for developing and implementing sales and

marketing strategies. This department deals with promoting the company's services in the market, attracting new clients, and maintaining relationships with existing clients. The Operations department, led by the Operations manager and the Fitness manager, ensures the coordination of the club's daily activities, including staff management, development and implementation of fitness programs, and providing high-quality services to clients.

The Human resources department, led by the HR manager, is responsible for recruitment, training, and development of employees, as well as for forming and supporting the corporate culture. This department ensures that the «Atletico» team consists of highly qualified professionals.

The key figure in the IT department is the system administrator, who is responsible for the support and efficient functioning of the company's IT infrastructure. This includes managing servers, network equipment, workstations, as well as ensuring the smooth operation of internal communication systems. The system administrator plays a crucial role in ensuring the stability of all IT systems, which directly affects the overall productivity of the fitness club.

For specific tasks such as developing and supporting the website, mobile applications, and ensuring cybersecurity, LLC «Atletico» engages external contractors. This allows the company to use highly specialized services without the need to expand the staff of IT specialists. External contractors provide expertise in specific areas, ensuring the development of modern and effective IT solutions that meet business needs.

Special attention is given to cybersecurity, as maintaining confidentiality and protecting client data are critically important for the reputation and trust in the fitness club. Collaboration with external cybersecurity consultants allows the company to identify potential threats, develop and implement effective protection

measures, and ensure a rapid response to incidents related to information security (Rusu and Jonathan, 2017).

The Technical department, including the maintenance engineer, is responsible for the technical maintenance and repair of equipment, ensuring the smooth operation of the fitness center. The Customer service department, led by the customer service manager, ensures a high level of customer satisfaction by addressing their inquiries and complaints.

The Training unit, comprising instructors, trainers, and reception staff, directly interacts with clients, providing them with professional services and informational support.

Such a structure allows LLC «Atletico» to effectively manage all aspects of the fitness clubs' activities, optimize work processes, ensure high-quality services, and meet client needs, using both internal resources and engaging external specialists for specific tasks.

Table 2.2

Profitability indicators of LLC «Atletico»

| Indicator | 2019 | 2020 | 2021 | 2022 | 2023 | Deviation 2021/2020 | Deviation 2022/2021 | Deviation 2023/2022 |
|--|-------------|-------------|-------------|-------------|-------------|--------------------------------|--------------------------------|--------------------------------|
| Profitability of assets before taxation, % | 2.17 | 3.16 | 3.39 | 3.55 | 3.65 | 0.99 | 0.16 | 0.10 |
| Profitability of assets by net income, % | 1.96 | 2.59 | 2.77 | 2.85 | 2.95 | 0.63 | 0.08 | 0.10 |
| Return on equity, % | 4.32 | 5.31 | 4.85 | 5.00 | 5.10 | 0.99 | 0.15 | 0.10 |
| Profitability of fixed assets, % | 5.93 | 9.38 | 9.19 | 9.30 | 9.40 | 3.45 | 0.11 | 0.10 |
| Sales profitability, % | 18.42 | 14.41 | 15.22 | 15.50 | 15.75 | -4.01 | 0.28 | 0.25 |
| Cost profitability, % | 22.58 | 16.84 | 17.95 | 18.10 | 18.25 | -5.74 | 0.15 | 0.15 |
| Reinvestment ratio | - | 1.02 | 0.42 | 0.50 | 0.55 | -0.60 | 0.08 | 0.05 |
| Capital payback period, days | 51.04 | 38.56 | 36.12 | 35.00 | 34.00 | -12.48 | -1.12 | -1.00 |
| Equity payback period, days | 23.14 | 18.82 | 20.62 | 21.00 | 21.50 | -4.32 | 0.38 | 0.50 |

Created by the author based on (Grabovetsky, 2009)

According to Table 2.2, the analysis of the profitability indicators of LLC «Atletico» for the period 2019-2023 allows for a deeper understanding of the company's financial stability and operational efficiency. The study is based on examining the dynamics of key financial indicators, which reflect the company's ability to generate profit from its assets, equity, fixed assets, as well as the efficiency of product sales and cost management.

The analysis of asset profitability before taxation and by net income shows a steady growth of these indicators throughout the analyzed period. Specifically, the increase in asset profitability before taxation from 2.17% in 2019 to 3.65% in 2023 indicates an increase in the efficiency of the company's asset utilization for profit

generation. A similar trend is observed for net income, indicating a strengthening of «Atletico's» financial condition.

The return on equity indicator reflects the company's ability to generate profit on invested capital. A slight decrease in this indicator in 2021, followed by a recovery in 2022-2023, indicates short-term challenges that the company successfully overcame by adapting its strategy to changing market conditions.

The profitability of fixed assets indicator demonstrates how effectively the company uses its fixed assets to increase profit. The steady growth of this indicator, despite a slight decrease in 2021, points to successful management of fixed assets and their optimization to support the company's production capacities.

The analysis of sales profitability reveals changes in sales efficiency and cost management. The decrease in sales profitability in 2020, followed by its recovery, is related to the impact of external factors, such as the COVID-19 pandemic, on market conditions. At the same time, the improvement in cost profitability indicates the company's effective measures towards cost optimization.

The reinvestment ratio and the payback periods for capital and equity reflect the strategic aspects of «Atletico's» financial planning. Changes in these indicators point to the adaptation of the company's investment strategy to changing market conditions and focus on ensuring sustainable financial growth.

Military actions led to changes in the economic landscape, particularly through increased market uncertainty, changes in consumer demand, and potential disruptions in supply chains. These factors could potentially have a negative impact on «Atletico's» profitability, particularly through a decrease in the number of clients, increased security expenses, and adaptation of the business model to new conditions.

However, as the conducted analysis shows, the impact of military actions on the company's profitability was minimal. This indicates the effectiveness of the

measures taken by the company's management to minimize negative consequences. Specifically, the possible implementation of flexible management strategies, cost optimization, development of new products and services adapted to changed conditions, and active use of digital technologies to attract and retain clients.

Accordingly, the analysis of profitability indicators of LLC «Atletico» for 2019-2023 demonstrates the company's stable financial growth, its ability to adapt to changing market conditions, and effectively manage its resources to maintain a high level of profitability.

Table 2.3

Financial results of LLC «Atletico» for 2019-2023

| Financial Results | 2019 | 2020 | 2021 | 2022 | 2023 |
|--|-------------|-------------|-------------|-------------|-------------|
| Net income from sales of products (goods, works, services) | 1,565,353 | 1,483,119 | 1,511,036 | 1,520,380 | 1,539,011 |
| Cost of goods sold (goods, works, services) | (1,339,723) | (1,209,882) | (1,211,600) | (1,223,120) | (1,230,068) |
| Gross profit | 225,630 | 273,237 | 299,436 | 300,112 | 310,201 |
| Other operating income | 375,944 | 342,289 | 350,000 | 357,030 | 360,003 |
| Administrative expenses | (52,991) | (46,734) | (47,010) | (48,037) | (49,122) |
| Selling expenses | (220,530) | (225,076) | (226,000) | (227,023) | (229,026) |
| Other operating expenses | (96,663) | (135,027) | (136,000) | (137,012) | (138,030) |
| Financial result from operating activities: profit | 231,390 | 208,689 | 210,039 | 213,100 | 210,091 |
| Financial expenses | (149,800) | (166,320) | (167,051) | (168,084) | (170,020) |
| Financial result before taxation: profit | 81,804 | 42,406 | 43,025 | 45,030 | 46,332 |
| Expenses (income) from income tax | (14,725) | (4,150) | (4,301) | (4,593) | (4,623) |

| | | | | | |
|---------------------------------|--------|--------|--------|--------|--------|
| Net financial result: profit | 67,079 | 38,256 | 38,722 | 40,502 | 41,404 |
|---------------------------------|--------|--------|--------|--------|--------|

Created by the author

The analysis of the financial results of LLC «Atletico» for the period 2019-2023 reveals key trends and dynamics in the company's development. Let's examine the main financial indicators in detail (see Table 2.3).

Net income from sales of products shows the total sales volume of the company. Over the period from 2019 to 2023, there is a steady increase in net income, indicating an increase in sales volumes and the effectiveness of the company's marketing strategies. The decrease in income in 2020 can be associated with the impact of the COVID-19 pandemic, but the subsequent recovery and growth indicate the company's successful adaptation to changed market conditions.

The cost of goods sold reflects the company's expenses for the production and sale of goods and services. The decrease in cost of goods sold in 2020, followed by steady growth, indicates effective measures for cost optimization and productivity improvement. Gross profit shows the difference between net income and the cost of goods sold.

Operating incomes and expenses include all additional incomes and expenses not directly related to the company's core activities. Steady growth in other operating incomes and control over operating expenses indicate effective financial management. The financial result from operating activities reflects the overall efficiency of the company's business operations. A positive financial result maintained throughout the analyzed period indicates the stability and success of «Atletico's» operational activities.

Financial expenses include costs associated with financing and investment activities. The increase in these expenses indicates an increase in credit obligations or investments in business development. The net financial result reflects the company's final financial condition after all operational, financial, and tax expenses. A positive net financial result throughout the period indicates financial stability.

Table 2.4

Property status indicators of LLC «Atletico» for 2019-2023

| Indicator | 2019 | 2020 | 2021 | 2022 | 2023 |
|--|-------------|-------------|-------------|-------------|-------------|
| Fixed assets (average value), thousand UAH | 582,600 | 679,970 | 762,020 | 790,330 | 820,021 |
| Capital armament, thousand UAH / person | 1,013 | 1,183 | 1,385 | 1,456 | 1,509 |
| Capital output, UAH | 2.55 | 2.30 | 2.40 | 2.45 | 2.51 |
| Share of fixed assets in assets | 0.49 | 0.42 | 0.46 | 0.48 | 0.53 |
| Depreciation rate of fixed assets | 0.33 | 0.35 | 0.34 | 0.33 | 0.32 |
| Renewal rate of fixed assets | 0.19 | 0.13 | 0.12 | 0.13 | 0.16 |
| Asset mobility ratio | 0.20 | 0.27 | 0.28 | 0.29 | 0.30 |

Created by the author based on (Hrynova, 2001)

The analysis of the property status indicators of LLC «Atletico» for the period 2019-2023 reflects the dynamic development of the company and its strategic approach to asset management. Throughout this period, there is a steady increase in the value of fixed assets, which grew from 582,600 thousand UAH in 2019 to 820,021 thousand UAH in 2023. This growth is associated with investments in equipment modernization, expansion of existing facilities, and

acquisition of new assets, indicating the company's active investment policy (see Table 2.4).

Capital armament, reflecting the capital intensity per employee, also increased from 1,013 thousand UAH in 2019 to 1,509 thousand UAH in 2023, indicating higher investments in technology and equipment aimed at increasing productivity. Capital output, measuring the efficiency of the use of fixed funds, remains relatively stable, with slight fluctuations from 2.55 in 2019 to 2.51 in 2023, indicating balanced use of fixed assets.

The share of fixed assets in the total structure of the company's assets increased from 0.49 in 2019 to 0.53 in 2023, indicating an increase in the value of fixed assets in the company's property portfolio. The depreciation rate of fixed assets remains stable, indicating a balanced approach to renewal and maintenance of fixed funds. The renewal rate of fixed assets increases in 2022-2023, in turn, indicating an activation of investment activity and renewal of fixed assets.

The increase in the asset mobility ratio from 0.20 in 2019 to 0.30 in 2023 indicates an increase in the liquidity of the company's assets, which is important for adapting to changing market conditions. Accordingly, LLC «Atletico» stands out for its unique advantages, including a wide range of services, flexible pricing policy, convenient geographical location, and highly qualified staff. The company actively implements the latest technologies and strategies in fitness, marketing, and customer service, which contributes to attracting and retaining customers.

The organizational structure of «Atletico» includes various departments and units, each playing an important role in the overall success of the company. From the strategic leadership of the CEO to the effective work of each department, including administrative, financial, marketing, operational, HR, and IT, «Atletico» demonstrates coordinated work and high management efficiency. The company's financial indicators, including net income, gross profit, operating income, and

expenses, indicate stable financial growth and effective resource management. A positive financial result from operational activities and net financial result confirm the financial stability.

The analysis of property status indicators, including the value of fixed assets, capital armament, capital output, the share of fixed assets in assets, depreciation, renewal, and asset mobility ratios, reflects the company's strategic approach to asset management and its ability to adapt to changing market conditions.

2.2 Analysis of the role and structure of the IT department in the company

The IT department structure at LLC «Atletico» is a key element that ensures the effective functioning of information technologies within the company. The central role in this structure is played by the system administrator, who is responsible for managing and supporting the entire IT infrastructure (Castro, 2019). His duties cover a wide range of tasks.

- Server and network equipment management — the system administrator ensures the stable operation of servers, including their configuration, updates, monitoring, and troubleshooting. He is also responsible for managing network equipment, ensuring uninterrupted access to network resources and the internet.
- Workstation support — the system administrator is responsible for setting up, maintaining, and providing technical support for employee workstations, including computers, printers, and other peripheral equipment.
- Ensuring the uninterrupted operation of internal communication systems — This includes managing email, internal networks, data storage systems, and other communication tools.

For specific IT tasks, such as website and mobile app development and support, LLC «Atletico» engages external contractors. This allows the company to utilize highly specialized services without the need for a significant expansion of the IT staff (Denisova, 2004). External contractors offer expertise in areas such as web development, mobile technologies, user interface, and design, providing the development of modern, intuitive, and effective IT solutions.

Cybersecurity is a priority direction for the IT department, as maintaining confidentiality and protecting client data are of great importance for the reputation and trust in the fitness club. Collaboration with external cybersecurity consultants allows the company to identify potential threats, develop and implement comprehensive protection measures, and ensure prompt response to incidents related to information security.

In the analysis of the cybersecurity system of LLC «Atletico», special attention is given to the protection of the company's own website. The company's website is a key tool for attracting clients, providing information about services, and managing online bookings. Accordingly, ensuring its security and reliability is critically important for the company's operations.

Measures to ensure website security include the following:

- Protection against hacking and unauthorized access — modern encryption and data protection methods are used to prevent unauthorized access to the website and databases.
- Regular updates and security patches — the system administrator is responsible for regularly updating the website software, including installing all necessary security patches.
- Web traffic monitoring — continuous monitoring of web traffic is conducted to detect and block suspicious or malicious actions.

- Website backup — regular backups of the website are created to prevent data loss in case of technical failures or cyberattacks.
- Training for IT staff — specialized training sessions for IT staff are conducted, focused on web resource security and methods of protection against cyberattacks.
- Collaboration with external IT experts — for the development, support, and updating of the website, the company engages external IT specialists who ensure a high level of professionalism and currency of technological solutions.
- Use of SSL certificates — to ensure a secure connection and protect user data, the website uses SSL certificates.

The IT department of LLC «Atletico» plays a central role in ensuring the efficiency and productivity of the entire organization, interacting with various departments. This interaction covers various aspects of management and coordination, which are key to the company's successful operation.

In interaction with the top management, the system administrator and cybersecurity specialist work under the direction of the CEO, playing an important role in implementing the company's IT strategy. Their work is closely related to the overall business goals of «Atletico», and they ensure that IT initiatives are appropriately integrated into the company's strategic plans (Onopko, 2017).

Collaboration with the administrative department includes supporting the effective management of internal systems, such as electronic documentation, databases, and other administrative tools. This ensures support for the company's daily activities and contributes to increasing its efficiency.

In interaction with the financial department, the IT department provides the necessary technological solutions for accounting, financial analysis, and reporting.

This allows the financial department to effectively manage the company's finances, ensuring the accuracy and timeliness of financial information.

Support for the sales and marketing department is critically important for the success of «Atletico's» commercial activities. The IT department provides technical support for online sales platforms, marketing campaigns, and social media, facilitating the effective promotion of the company's products and services.

Coordination with the operations department includes collaboration with the operations manager to ensure the efficient operation of customer management systems and visitor registration. This includes managing the software used to organize the operation of fitness clubs, tracking visits, and managing memberships.

The IT department of LLC «Atletico» plays a crucial role in interaction with the HR department, providing technological support for recruitment, training, and staff development systems. This collaboration includes managing software for tracking candidates, organizing online training, and developing tools for assessing and monitoring employee performance.

Project management is another key aspect of the IT department's work. The department is responsible for managing all IT projects in the company, including the implementation of new technologies, upgrading existing systems, and introducing innovative IT solutions. The department ensures that all IT projects align with the company's business goals and are implemented considering best practices and industry standards.

The IT infrastructure of LLC «Atletico» fitness clubs represents a comprehensive system that integrates various technological components to ensure efficient and uninterrupted operation. This system plays a vital role in meeting the specific needs of the fitness industry, including managing customer data, financial operations, and daily administrative processes.

The foundation of the IT infrastructure consists of servers responsible for centralized storage and processing of large volumes of data. These servers ensure the reliable storage of important information, such as customer databases, membership history, financial records, and other critical data. The placement of servers can vary from a local level in each club to centralized data centers, providing a high level of availability and reliability.

Workstations, including computers and other equipment, are essential for the daily operations of the club's staff. They are used for various tasks, from registering visitors at the reception to managing training sessions and financial operations. Workstations are equipped with specialized software that allows for the efficient execution of these tasks. Below is information about the stages of developing new business projects (see Table 2.5).

Table 2.5

The stages of implementing business projects involving the IT department at LLC «Atletico»

| Stage | Description |
|--|---|
| Identification of needs and goal setting | Analyzing business needs, defining key project goals, assessing alignment with the company's overall strategy |
| Project planning | Developing a detailed project plan, including resource allocation, assigning responsibilities, timelines, budgeting |
| Development and implementation | Executing the technical part of the project, including software development, system integration, equipment |

| | |
|------------------------------------|---|
| | configuration |
| Testing and evaluation | Thorough testing of all project components before launch, identifying and fixing errors |
| Launch and implementation | Launching the project into operation, IT department support during the launch, problem-solving |
| Monitoring and support | Monitoring project performance, providing technical support, managing updates, resolving technical issues |
| Efficiency evaluation and feedback | Analyzing project efficiency, assessing impact on business processes, collecting feedback for future improvements |

Created by the author based on (Stets, 2017)

Analyzing the efficiency of an enterprise's IT department is a comprehensive process that covers various aspects of the department's activities and its interaction with other parts of the company. The primary goal of this analysis is to determine the contribution of the IT department to the overall productivity of the organization and to identify potential areas for improvement.

The first step involves evaluating key performance indicators (KPIs), such as response time to technical requests and user satisfaction levels. These indicators help measure how effectively the IT department performs its core functions and meets user needs.

Next, an analysis of internal processes is conducted, including IT asset management and security policies. Special attention is given to cybersecurity processes, including the assessment of protective mechanisms and incident response, to ensure the reliable protection of corporate data. An important element of the analysis is evaluating the IT department's interaction with other company departments. This includes analyzing the quality and timeliness of IT support provided to other departments and its impact on achieving the overall business goals of «Atletico».

Financial analysis plays a key role in determining the efficiency of IT resource utilization. This analysis involves comparing planned and actual IT expenses, as well as evaluating the return on investment in the IT sphere.

The final stage is assessing the IT department's readiness for future challenges, particularly its ability to adapt to new technological trends and implement innovations. This includes analyzing the department's potential for innovation and flexibility in the face of changes in the technological landscape.

According to this, the analysis helps ensure that IT resources in LLC «Atletico» are used efficiently and align with the strategic goals of the organization, and also identifies opportunities for improvement and development of the department.

The IT department of LLC «Atletico» faces a number of specific challenges that require careful management and a strategic approach. One of the main issues is the limitation of resources, which includes both financial constraints and limitations in access to advanced technologies. This threatens the ability to implement the latest IT solutions and update outdated equipment, which is critically important for supporting the efficiency of business processes.

Managing IT infrastructure, especially servers and network equipment, is another challenge. Ensuring the reliability of these systems requires constant monitoring, updates, and technical maintenance.

The integration of new software solutions with existing systems can be complicated by outdated technologies or incompatible data formats. This requires the IT department to be flexible and innovative to ensure smooth integration and minimize system downtime (Talalaiev, 2012).

Technical support, which includes resolving issues with equipment and software, is crucial for ensuring the uninterrupted operation of all company departments (Weill, 2002). Timely and effective response to technical problems is

key to maintaining a high level of customer satisfaction and employee productivity.

Staff training, especially considering the diversity of technical proficiency levels, is crucial for ensuring the effective use of corporate IT systems. Organizing and conducting training sessions helps to improve the technical skills of employees, contributing to increased overall work productivity.

Therefore, the IT department plays a critical role in supporting and developing the company's business processes, ensuring the efficient operation of IT infrastructure, including servers, network equipment, and workstations. The central role of the system administrator and cybersecurity specialist in implementing an IT strategy that aligns with overall business goals is key to the company's success. Engaging external contractors for specific tasks, such as website development, allows the company to use highly specialized services, ensuring modern and efficient IT solutions.

The interaction of the IT department with other departments of the company is fundamental to achieving overall business goals, enhancing efficiency and productivity of the organization. Analyzing the effectiveness of the IT department, including the evaluation of KPIs, internal processes, and financial analysis, is important for determining its contribution to overall productivity and identifying opportunities for improvement. Thus, the IT department is an integral part of LLC «Atletico», contributing to the achievement of the company's strategic goals through technological support and innovation.

2.3 Analysis of IT systems and technologies used in the enterprise

In today's world, where technological progress defines the competitiveness of enterprises, the analysis of IT systems and technologies used in the enterprise

gains special relevance. In the context of the fitness industry, where customer interaction and service quality directly depend on the implementation of modern IT solutions, such analysis becomes a key element of strategic planning. Considering this, examining the IT systems and technologies applied in the fitness clubs of LLC «Atletico» opens up prospects for a deeper understanding of how the technological infrastructure contributes to achieving the company's business goals, enhancing its competitiveness, and ensuring a high level of customer satisfaction.

Table 2.6

Software of LLC «Atletico»

| Category | Software | Feature |
|--|------------------------------------|---|
| Customer relationship management (CRM) | Zoho CRM, HubSpot CRM | Marketing campaign automation, contact management, and customer interactions. |
| Accounting and financial software | Microsoft Excel, QuickBooks | Payment tracking, bookkeeping, financial analysis. |
| Enterprise resource planning (ERP) systems | Odoo, SAP Business One | Business process integration, financial management, inventory, sales, HR management. |
| Online booking and membership management systems | MindBody | Client base management, class scheduling, financial transactions. |
| Human resource management (HRM) software | BambooHR | HR process automation, recruitment, performance evaluation, personnel records management. |
| Cybersecurity and data protection systems | Avast Free Antivirus, Malwarebytes | Protection against viruses, spyware, ransomware. |
| Analytical software | Google Analytics, Tableau | Web traffic analysis, data visualization, data-driven decision-making. |

Created by the author based on (Wisner, 2020)

The adoption of software solutions in the fitness clubs of LLC «Atletico» reflects a strategic approach to adapting technologies that meet the unique demands of the fitness industry. These systems not only contribute to the enhancement of business operation efficiency but also support the company's growth through improved customer interactions and optimization of internal processes (see Table 2.6).

Customer Relationship Management (CRM) systems, particularly Zoho CRM and HubSpot CRM, play a pivotal role in shaping «Atletico» customer engagement strategy. They enable the creation of detailed customer profiles, effective tracking of interaction history, and automation of marketing campaigns. This facilitates not only the attraction of new clients but also the retention of existing ones, thanks to the capability to analyze and optimize marketing strategies based on collected data. Financial management is another critical area where software, such as Microsoft Excel and QuickBooks, makes a significant contribution. Excel provides the necessary flexibility for tailoring financial reports to «Atletico» needs, while QuickBooks automates accounting processes, simplifying financial management and reporting. This ensures the accuracy of financial data, which is the foundation for making informed management decisions.

ERP systems, such as Odoo and SAP Business One, integrate various aspects of «Atletico» operations, from finance to HR, creating a unified information system. This allows the company to optimize business processes, enhance overall resource management efficiency, and gain a deeper understanding of the business. Online booking and membership management systems, like MindBody, specialize in the needs of the fitness industry, providing tools for effective client base and class schedule management. This simplifies the booking

process for «Atletico's» clients and helps the club manage trainer availability and optimize class schedules.

The implementation of human resource management software, such as BambooHR, in the fitness clubs of LLC «Atletico» plays a key role in automating HR processes. This system effectively optimizes personnel management, from recruitment and performance evaluation to tracking leaves and maintaining personnel records. Utilizing BambooHR not only enhances the efficiency of the HR department but also ensures a high level of employee satisfaction and motivation, which is crucial for retaining talented staff and team development (Zhylynska, 2012).

Given the importance of protecting the confidential data of clients and corporate information, company implements cybersecurity systems, such as Avast Free Antivirus and Malwarebytes. These software solutions provide reliable protection against various cyber threats, including viruses, spyware, and ransomware, which is critically important for securing data and maintaining customer trust.

Analytical software, particularly Google Analytics and Tableau, plays a vital role in company ability to analyze web traffic and other business data. These tools offer company management the capability to make informed decisions, optimize marketing strategies, and improve overall business efficiency (Yanchuk, 2016). Using data analytics allows «Atletico» to adapt to changes in customer demand and effectively respond to market trends.

Overall, the integration of these software solutions in the fitness clubs of LLC «Atletico» demonstrates a deep understanding of business needs and the use of technology to achieve strategic goals. From customer relationship management to financial accounting, cybersecurity, and analytics, each software solution contributes significantly to various aspects of managing fitness clubs, providing a

comprehensive approach to business management and aiding in its growth and success.

To support marketing activities and customer interactions, the «Atletico» fitness club actively utilizes its website. This information resource serves not only as a platform for providing visitors with detailed information about the club, its locations, operating hours, but also as a means of maintaining communication with customers through social media, including Facebook and Instagram. A distinctive feature of the site is its user orientation, which helps to increase customer loyalty and attract new visitors.

The website has a simple and understandable structure, making it easy to find the necessary information. The main sections of the site include information about the fitness clubs, public contract, feedback and suggestions, vacancies, as well as contact information. The «Contacts» page presents detailed information about the club's locations in various districts of Kyiv, including Shevchenkivskyi, Podilskyi, Obolonskyi, Holosiivskyi, Sviatoshynskyi, Desnianskyi, Dniproviskyi, Darnytskyi districts, as well as the city of Lutsk (see. Appendix 2).

For each location, the address, working hours, and a link to the club's page, where more detailed information can be obtained, are provided. The site also contains links to social networks, namely Facebook and Instagram, allowing clients to follow the news and promotions of the club in social media. Additionally, the website features vacancies sections where potential employees can learn about employment opportunities at the club, as well as a section for feedback and suggestions where clients can leave their comments and wishes.

Among the key technologies used in the fitness club system, special attention is given to fitness activity tracking systems and platforms for virtual workouts.

The fitness activity tracking systems at LLC «Atletico» include the use of devices and fitness trackers that allow clients to monitor key indicators of their activity, such as heart rate, calories burned, steps, and other parameters in real-time. These data are automatically synchronized with the club's mobile apps or online platforms, providing clients with access to personalized analytics of their progress and the adaptation of training programs according to their needs and goals.

Virtual and online workouts are becoming an integral part of «Atletico» offering, responding to clients' need for flexibility and accessibility of fitness services. Thanks to the development and implementation of specialized web platforms and mobile apps, clients have the opportunity to exercise at home or any other location, having access to professional video instructions, online consultations with trainers, and personalized training plans. This not only expands the possibilities for clients to maintain their fitness but also helps to increase their motivation and engagement. Below are the indicators of the SWOT analysis of the enterprise (see table 2.7).

Table 2.7

SWOT Analysis of the IT Department of LLC «Atletico»

| Category | Elements |
|-----------------|--|
| Strengths | <p>Integration of advanced IT systems (fitness activity tracking systems, virtual workouts, CRM, ERP).</p> <p>Wide range of services (personal training, group classes, online workouts).</p> <p>Presence in social media.</p> <p>Flexibility and accessibility of services.</p> |
| Weaknesses | <p>Limited resources for implementing cutting-edge IT solutions.</p> |

| | |
|---------------|---|
| | Dependence on external contractors for development and maintenance of IT systems. High competition in the fitness services market. |
| Opportunities | Expansion of online services. Partnership with technology companies. Expansion of geographical presence. |
| Threats | Cyber threats and cybersecurity risks. Changes in consumer preferences. Economic fluctuations affecting clients' ability to pay for services. |

Created by the author based on (Kumytskyi, 2002)

According to this, the analysis of software and IT systems implemented in the fitness clubs of LLC «Atletico» reveals a deep integration of modern technologies into all aspects of the company's operations. The use of various software solutions, such as Zoho CRM for customer relationship management, QuickBooks for financial accounting, Odoo as an ERP system, MindBody for online booking and membership management, as well as Avast Free Antivirus for cybersecurity, demonstrates «Atletico» strategic approach to optimizing internal processes and improving interactions with clients.

This not only contributes to increasing efficiency and productivity of the business but also provides the company with competitive advantages in the fitness services market. At the same time, the active use of the website and social networks for marketing activities and interaction with clients underscores enterprise's focus on digital presence and customer engagement through online channels. Such a comprehensive approach to the use of IT systems and technologies is a key factor in ensuring the sustainable development and success of the company in the contemporary fitness services market.

CHAPTER 3. INNOVATIVE APPROACHES TO IT MANAGEMENT AND MARKETING IN «ATLETICO»

3.1 Development of a strategy for improving IT management in the enterprise

In the modern dynamic business environment, effective management of information technologies (IT) becomes a key success factor for enterprises across all sectors of activity, including the fitness industry. For LLC «Atletico», a company specializing in providing fitness services, developing a strategy for improving IT management is an important step towards increasing competitiveness, optimizing internal processes, and ensuring a high level of customer satisfaction. Based on the conducted SWOT analysis (see Table 2.7), key prospective areas for improving IT management were identified, which include the following statements.

- Limited resources for implementing advanced IT solutions — highlighting the need for optimizing the IT budget and searching for alternative, cost-effective technological solutions.
- High competition in the fitness services market — the necessity of using IT as a means to enhance competitiveness.
- Changes in consumer preferences — adapting IT strategies to changing requirements and expectations of clients.
- Economic fluctuations — flexibility of the IT strategy to effectively respond to economic changes.
- Expansion of online services and geographical presence — development of digital service channels and entering new markets.

These areas define the main directions for developing a comprehensive strategy for improving IT management in «Atletico», aimed at increasing efficiency, security, and innovation of the company's IT infrastructure. The development of this strategy aims not only to address existing challenges but also to leverage potential opportunities to ensure sustainable development and competitive advantage in the market.

To address the issue of limited resources for implementing advanced IT solutions, LLC «Atletico» could consider partnerships with the following Ukrainian IT outsourcing companies (see Table 3.1).

Table 3.1

Prospective IT partners for the strategic development of LLC «Atletico»

| Company | Advantages | Opportunities for «Atletico» |
|----------------|--|---|
| N-iX | Wide range of IT services, high level of expertise in software development | Access to advanced IT solutions, possibility of custom software development |
| SoftServe | Deep knowledge in various IT domains, strong development team | Optimization of business processes through IT, implementation of innovative IT solutions |
| Infopulse | Many years of experience in IT consulting and system integration, high quality of services | Enhancing the efficiency of IT infrastructure, consulting and support in IT project management |
| EPAM | International experience and reputation, comprehensive IT solutions | Access to world-class IT expertise, integration of advanced global IT practices |
| Ciklum | Specialization in software development and QA, flexibility in cooperation | Implementation of quality IT solutions with quality assurance, flexible adjustment of IT services to «Atletico's» needs |

Created by the author based on (Terlep, 2020)

To address the issue of high competition in the fitness services market and increase the competitiveness of LLC «Atletico» through innovative IT solutions, the following measures should be taken. Developing a mobile application for enterprise is a strategic step in response to the high competition in the fitness services market. This app, available for iOS and Android operating systems, will become an integrated platform that provides users with universal access to information about the club, detailed class schedules, the ability to book training sessions online, and tools for tracking personal progress. A distinctive feature of the app will be the integration of virtual training functions, allowing users to engage in fitness activities anywhere and anytime, using only their mobile device.

A loyalty system implemented in the mobile app will become a key tool for motivating users to visit the club more frequently and use its services. Through accumulating points, discounts on subscriptions, personal offers, and bonuses for referring the club to friends, the loyalty system will contribute to increased attendance and higher customer satisfaction. To enhance the efficiency of services and personalize offers, the «Atletico» mobile app will collect data on user behavior, including their training preferences, frequency of club visits, feedback, and class ratings. Analyzing this data will allow the club to better understand the needs of its clients and adapt offers according to individual preferences.

Implementing machine learning algorithms for analyzing collected data will be the foundation for automatically generating individual recommendations for users. This may include advice on optimal workouts to achieve users' goals, adjustments to training programs based on physical condition and progress, as well as providing nutrition and recovery tips (Sambamurthy and Grover 2012).

Such a comprehensive approach to developing the mobile app and utilizing Big Data and analytics will allow LLC «Atletico» not only to increase its

competitiveness in the market but also to significantly improve the user experience, attract new customers, and increase the loyalty of existing ones.

In response to changes in consumer preferences and to adapt IT strategies to changing requirements and expectations of clients, enterprise is developing a comprehensive approach that includes several key measures. First and foremost, the company is implementing a system for collecting feedback through the mobile app and electronic surveys. This allows for the analysis of received data to identify trends in client preferences, service popularity, and potential problem areas. For example, if the analysis shows a growing interest in yoga and meditation, «Atletico» can accordingly increase the number of such classes in its schedule. Using data on user behavior, company creates personalized offers that match the individual needs and interests of clients. With the help of machine learning algorithms, personalized training programs and nutrition plans are developed, allowing clients to achieve their goals more effectively.

The company also regularly updates and expands its range of services, taking into account current trends in fitness and healthy living. The implementation of cutting-edge technologies, such as virtual and augmented reality in the training process, helps to increase motivation and engagement of clients. For example, virtual cycling workouts in Alpine landscapes can become a unique offering that distinguishes «Atletico» from its competitors.

Thus, through the collection and analysis of feedback, personalization of offers, service updates, and flexibility in service provision, «Atletico» actively adapts its IT strategies to the changing requirements and expectations of clients, ensuring its sustainable growth and competitiveness in the fitness services market.

In response to challenges associated with economic fluctuations, LLC «Atletico» is developing a comprehensive strategy aimed at ensuring the flexibility of its IT infrastructure and strategies for effectively responding to changes in the

economic environment. The foundation of this strategy is the development of a modular IT infrastructure that allows the company to quickly adapt to changing market conditions without significant financial expenses. The use of cloud solutions and services that can be scaled according to business needs is a key element of this modular infrastructure.

Implementing flexible IT budgets that can be adjusted depending on the current economic situation is essential. This involves identifying priority IT investments that contribute to business growth and the ability to adjust them in case of economic shocks, allowing the company to remain flexible and adaptive (Ohui, 2011).

Furthermore, the company conducts regular risk analysis related to economic fluctuations and develops a business recovery plan. This enables «Atletico» to respond quickly to crisis situations, minimizing potential losses and ensuring operational stability.

Optimizing IT expenses is another crucial aspect of the strategy. Regular IT cost audits help identify opportunities for cost reduction, including reviewing contracts with suppliers, discontinuing unused or inefficient services, and switching to more advantageous tariff plans (Matviychuk, 2015). Developing internal IT competencies and training employees allows «Atletico» to reduce dependence on external suppliers and optimize expenses on IT services. This investment in human capital contributes to increasing efficiency and innovation in IT processes. Applying flexible methodologies for managing IT projects, such as Agile or Scrum, enables «Atletico» to quickly adapt projects to changing conditions and business needs, ensuring the effective execution of IT initiatives in line with the company's strategic goals.

In response to the need for expanding online services and geographical presence, which requires the development of digital service channels and entering

new markets, enterprise is developing a comprehensive strategy. This strategy includes several key directions of action aimed at adapting and expanding the company's current activities in accordance with modern market requirements.

First and foremost, the company focuses on optimizing its website for an international audience by implementing multilingual support and adapting content to reflect the cultural and regional characteristics of potential clients. This ensures that information about «Atletico's» services is accessible to a wide range of users from different countries.

Enterprise is actively expanding its online offerings by launching virtual training sessions and fitness courses available through the website or the proposed mobile app. Additionally, the introduction of personalized online consultations with trainers and dietitians allows for individual recommendations and training plans, enhancing the quality of service and customer satisfaction.

An important aspect of the strategy is the use of social media to attract an international audience. Launching targeted advertising campaigns on social media, as well as creating and publishing interactive content such as video workouts, webinars, and online masterclasses, helps to attract and retain international clients.

Furthermore, «Atletico» is expanding its presence in new markets through partnerships with international fitness platforms and integration with marketplaces. Establishing partnership agreements and placing services on popular international platforms allows the company to effectively expand its geographical presence and attract new clients.

The final stage of the strategy involves conducting a thorough analysis of potential markets for expansion, which includes studying demand, competition, and cultural specifics. Based on the data obtained, enterprise develops a flexible strategy for entering new markets, which can be adapted according to changes in market conditions.

This integrated approach allows LLC «Atletico» not only to expand its online services but also to effectively enter new geographical markets, ensuring the development of digital service channels and attracting an international audience, which opens new opportunities for growth and development of the company.

As part of the strategy to strengthen internal culture and increase motivation among employees, LLC «Atletico» implements a comprehensive loyalty program aimed at supporting the health, well-being, and professional development of its employees. The foundation of the program is providing corporate memberships to «Atletico» fitness clubs, allowing employees to use the club's services for free or with a significant discount, thereby supporting their physical health and active lifestyle.

To reinforce knowledge about a healthy lifestyle, the company organizes a series of educational seminars and masterclasses covering topics such as healthy eating, stress management, and effective workouts. These events help to increase employees' awareness of the importance of health and provide them with tools to support their own well-being. The company also actively encourages its employees to participate in local sports events, such as runs and bike rides, by sponsoring their participation and organizing corporate teams. This not only promotes physical health but also brings the team closer together, enhancing team spirit.

Flexibility in work schedules and the possibility of remote work for administrative staff and managers is another important component of the program. This allows employees to better plan their time, ensuring a balance between work and personal life.

The professional development program provides employees with access to training courses, seminars, and conferences, fostering their career growth and development in the fitness industry. Such opportunities not only enhance the staff's qualifications but also motivate them for further achievements.

Internal discounts on additional «Atletico» services and corporate events, such as joint training sessions, corporate parties, and outings to nature, contribute to creating a positive atmosphere in the team and strengthening mutual understanding among employees.

Accordingly, the implementation of this strategy involves a series of measures, including optimizing the IT budget, developing a mobile app, adapting to changing consumer preferences, flexible response to economic fluctuations, and actively expanding online services and geographical presence. Collaborating with leading Ukrainian IT companies will allow «Atletico» to access advanced technologies and innovative solutions, which will contribute to optimizing business processes and enhancing the company's competitiveness.

Implementing this strategy requires a comprehensive approach and close interaction between different departments of the company, as well as external partners. This will allow company not only to address existing challenges but also to leverage potential opportunities for sustainable development and strengthening competitive advantage in the market.

In conclusion, developing and implementing an IT management improvement strategy in «Atletico» is critically important for adapting the company to rapidly changing market conditions, meeting the growing demands of clients, and utilizing the latest technologies to increase efficiency and innovation in the business.

3.2 Enhancement of «Atletico» marketing based on IT technologies

Based on the analysis of the company's website structure as part of the strategic marketing improvement for LLC «Atletico», a key element is the optimization of the company's website using modern IT technologies. This is

necessary to enhance the efficiency of interaction with clients and ensure their maximum engagement and loyalty.

First and foremost, ensuring full adaptation of the site for mobile devices is critically important. Considering the growing trend of using smartphones for browsing the internet, the «Atletico» site must be user-friendly regardless of the device used to access it. This means not only adapting the design to various screen sizes but also optimizing page loading speed, which will improve user experience and increase conversion.

Personalizing the user experience on the site, particularly through training or nutrition program recommendations based on user interests and preferences, will create a sense of individual approach and strengthen the relationship between clients and the brand.

Including video content, such as tutorial videos and client testimonials, will not only enrich the visual content of the site but also help users better understand the benefits of «Atletico's» services, increasing their engagement and encouraging them to choose this fitness club.

Integrating a review system on the website will allow clients to share their impressions and ratings of services, contributing to increased trust in the brand and attracting new clients through positive feedback.

Implementing a chatbot for quick consultations and assistance in navigating the site will significantly improve the user experience, providing instant support and answers to user questions, which again will contribute to increased satisfaction and client loyalty.

To improve the marketing strategy of LLC «Atletico», special attention should be paid to the development of interactive online contests and challenges. This approach not only helps attract new clients and maintain interest among existing ones but also creates a positive brand image in the digital space.

Organizing online contests through social networks such as Instagram, Facebook, or Twitter allows participants to share their fitness achievements, establishing a connection between personal success and the «Atletico» brand. This can include photos or videos from workouts, personal transformation stories, and the use of special hashtags to increase the visibility of the contest.

Such contests and challenges not only motivate participants to be more active in their workouts and lead a healthy lifestyle but also stimulate the spread of information about the club among a wide audience. Rewards for participation or winning in contests, such as free memberships, discounts on club services, or branded souvenirs, can further increase interest and audience engagement.

An important aspect is also creating a community around the «Atletico» brand, where contest participants can share experiences, support each other, and feel part of a large motivated group of people with common interests. This promotes loyalty to the club and creates a positive experience that exceeds standard expectations from a fitness center.

Within the framework of integrating innovative technologies into the marketing strategy of the company, the implementation of virtual reality (VR) to accompany the training process plays a key role. This not only opens new opportunities for attracting clients but also significantly increases their engagement and motivation. The use of VR in «Atletico» fitness clubs involves several key steps, each aimed at creating a unique training experience.

In the initial stage of developing the VR training concept, it is important to define the main goals and types of activities that will be available in the virtual environment. This may include various scenarios, such as training on the beach or in the mountains, allowing clients to choose the environment according to their preferences and mood.

To ensure a high-quality virtual experience, choosing the appropriate equipment and software is critically important. The use of high-resolution VR headsets, such as Oculus Rift, HTC Vive, or Valve Index, along with motion sensors and interactive accessories, will allow users to freely interact with the virtual environment while receiving realistic sensations.

Equipping VR rooms requires special attention to the safety and comfort of users. Spacious halls with anti-slip coatings, effective ventilation, and ergonomic placement of equipment will create optimal conditions for training.

Developing training programs adapted to the VR format opens up broad possibilities for personalizing the training process. These can be personal training sessions with a virtual trainer as well as group classes where participants can interact with each other in the virtual space (see Table 3.2).

Table 3.2

VR Training programs in the «Atletico» fitness club

| Training name | Description | Training type | Technologies |
|----------------------|--|----------------------|----------------------------------|
| Himalayan hiking | Virtual training that simulates climbing a mountain in the Himalayas. | Individual/group | VR headset, treadmill/stepper |
| Caribbean diving | Interactive training in the virtual underwater world of the Caribbean Sea. | Individual | VR headset, elliptical simulator |
| Safari run | Group training where participants run through a | Group | VR headset, treadmill |

| | | | |
|--------------|---|------------------|------------|
| | virtual African savanna. | | |
| Zen garden | Yoga and meditation in a virtual Japanese garden. | Individual/Group | VR headset |
| Dance battle | Group training competition in dance aerobics. | Group | VR headset |

Created by the author

At the final stage, marketing the promotion of VR training through various communication channels, including social networks, blogs, and partner platforms, will attract the attention of potential clients and stimulate their interest in the new service. Implementing VR rooms for the training process in «Atletico» will not only be an innovative step in the development of the fitness club but will also significantly strengthen the company's marketing strategy, using modern IT technologies to attract and retain clients.

In the context of strategic marketing improvement for LLC «Atletico», the implementation of innovations based on virtual reality (VR) plays a key role in increasing client engagement and motivation. Developing VR training programs that simulate various environments and scenarios opens new opportunities for the company clients in the form of unique training experiences that would be unavailable in a traditional fitness club. This not only promotes increased motivation and engagement but also provides additional value that can stimulate increased client loyalty and attract a new audience.

Effective implementation of VR technologies requires «Atletico» to invest in high-quality equipment and program development, but the potential benefits, including market differentiation and an expanded client base, outweigh the initial costs. Implementing VR rooms for the training process will not only be an

innovative step in the development of the fitness club but will also significantly strengthen the company's marketing strategy, using modern IT technologies to attract and retain clients.

3.3 Analysis of the effectiveness of the proposed measures

In the modern dynamic business environment, the integration of information technologies (IT) into strategic planning and marketing operations becomes a decisive factor for success for companies across various industries. In the context of our research, LLC «Atletico», a company specializing in providing fitness services, is considered as an example of an organization that seeks to optimize its IT management and enhance marketing efforts through the implementation of modern IT solutions.

Table 3.3

Cost evaluation for implementing the proposed measures in LLC «Atletico»

| Measures | Implementation Cost (UAH) |
|--|----------------------------------|
| IT Management improvement | |
| Partnership with IT outsourcing companies | 50,000 |
| Development of a mobile app | 100,000 |
| Feedback collection system | 20,000 |
| Equipment and software for VR training | 80,000 |
| <i>Total IT costs</i> | <i>250,000</i> |
| IT-Based marketing enhancement | |
| Optimization of the site for mobile devices | 20,000 |
| Development and implementation of VR content | 70,000 |
| Organization of online contests and challenges | 30,000 |
| Marketing expenses for promotion | 40,000 |
| <i>Total marketing costs</i> | <i>160,000</i> |

Created by the author based on (Saliga, 2006)

The cost analysis for implementing measures from the IT management improvement strategy and marketing enhancement at LLC «Atletico» indicates a total investment amount of 410,000 UAH. These investments are distributed between two main directions, each comprising a series of specific measures aimed at improving internal processes, more effective interaction with clients, and attracting new visitors (see Table 3.3).

In the area of IT management improvement, an investment of 50,000 UAH is planned for partnering with IT outsourcing companies, which will allow the company to leverage external expertise for optimizing IT processes. The development of a mobile app is planned at a cost of 100,000 UAH, which will provide clients with convenient access to club services. The implementation of a feedback collection system is estimated at 20,000 UAH, allowing the company to promptly respond to client needs. Investments in equipment and software for VR training will amount to 80,000 UAH, providing an innovative training experience.

The development and implementation of VR content are budgeted at 70,000 UAH, which will help attract new clients' attention. Organizing online contests and challenges will cost 30,000 UAH, contributing to increased interest in the brand. Marketing expenses for promotion through social networks and other digital channels will amount to 40,000 UAH.

The total expenses for IT management improvement amount to 250,000 UAH, while the costs for enhancing marketing based on IT technologies are 160,000 UAH. These investments are aimed at increasing the efficiency of internal processes, improving interaction with clients, and attracting a new audience. The implementation of these measures is expected to increase the company's revenues by attracting new clients, increasing the loyalty of existing ones, and optimizing

expenses, which will ultimately contribute to sustainable growth and competitive advantage in the market.

Table 3.4

Financial return from the proposed measures for LLC «Atletico»

| Parameter | Value (UAH) |
|--|--------------------|
| Total investments | 410,000 UAH |
| Expected annual revenue increase | 400,000 UAH |
| Annual cost savings | 50,000 UAH |
| Total financial return in the first year | 450,000 UAH |
| Investment payback period | 1 year |

Created by the author

The total investments in the project amount to 410,000 UAH, which includes expenses for partnering with IT outsourcing companies, developing a mobile app, a feedback collection system, equipment and software for VR training, as well as costs for website optimization, VR content development, organizing online contests, and marketing activities.

These measures are expected to lead to an increase in the company's revenues by 400,000 UAH in the first year after implementation, thanks to attracting new clients through the mobile app and VR training, as well as increasing the loyalty of existing clients. Additionally, a cost saving of 50,000 UAH per year is anticipated, which can be achieved through more efficient IT resource management and optimization of internal processes (see Table 3.4).

The total financial return in the first year after implementation is estimated at 450,000 UAH, exceeding the initial investments. This means that LLC «Atletico»

can expect a return on its investments within the first year of the project's implementation, indicating the high financial efficiency of the proposed measures.

Based on the analysis of IT management improvement strategies and IT-based marketing enhancement for the company, it can be asserted that these measures have significant potential to increase business efficiency, attract new clients, and strengthen the loyalty of existing ones. The implementation of innovative IT solutions, such as mobile apps, VR training, and website optimization, will allow the company to reach a new level of interaction with clients and improve the quality of services provided. Organizing online contests and using social networks for promotion will also contribute to the brand's success and attract a wider audience. The implementation of these measures is expected not only to ensure a quick return on investment but also to promote long-term growth and development of the company in the competitive environment of the fitness industry.

CONCLUSION

In the course of our research, we identified the peculiarities of modern approaches to the integration of information technologies into the activities of companies that do not specialize directly in IT. A wide range of aspects was covered, from the role of IT in providing competitive advantages and enhancing the efficiency of business processes to the challenges and opportunities that arise in managing IT in the context of the non-IT sector.

The analysis showed that IT plays a crucial role in the modern business environment, providing companies with tools for optimizing internal processes, improving customer service quality, expanding market presence, and implementing innovative marketing strategies. At the same time, it was found that effective IT management requires not only financial investments from companies but also the development of internal competencies, adaptation of organizational structure and culture, and the formation of a strategic vision for the use of IT.

In the context of LLC «Atletico», the business activities were analyzed, and key directions for the implementation of IT innovations were identified, including the development of a mobile app to enhance customer convenience, the use of VR technologies to create a unique training experience, and website optimization to improve online presence. A strategy for improving IT management was developed, which includes measures for integrating the latest technologies, optimizing IT infrastructure, and enhancing staff qualifications.

Special attention was given to ways of enhancing marketing based on IT technologies, including optimizing the website for mobile devices, developing and implementing VR content, organizing online contests, and actively using social networks for brand promotion. The analysis of the economic efficiency of the proposed measures showed that investments in IT and marketing innovations are

capable of providing a quick return on investment and contributing to the long-term growth of the company. The total investments amounted to 410,000 UAH, with an expected increase in annual revenues of 400,000 UAH and a cost saving of 50,000 UAH, providing a total financial return in the first year of approximately 450,000 UAH. To implement the proposed measures aimed at improving IT management and enhancing marketing based on IT technologies at LLC «Atletico», the following recommendations are suggested.

- Select reliable partners with experience in implementing similar projects, which will allow the company to leverage external expertise and optimize IT expenses.
- Order the development of a mobile app from a specialized IT company, taking into account the needs of clients and the specifics of the fitness club, ensuring integration with the existing IT system.
- Implement tools for collecting and analyzing customer feedback, allowing the company to respond promptly to their needs and improve service quality.
- Purchase the necessary equipment and licensed software for implementing VR training, providing a unique training experience.
- Order web development services to adapt the website for mobile devices, improving the user experience and increasing site traffic.
- Create interactive VR content that simulates various training environments, to attract new clients and increase the motivation of existing ones.
- Regularly analyze the impact of implemented measures on the company's activities, adjusting the strategy according to the results obtained.
- Organize training and seminars for employees to enhance their competencies in using new IT solutions and tools.

Accordingly, the integration of information technologies into the activities of LLC «Atletico» opens new opportunities for business development, increasing competitiveness, and meeting the growing demands of clients. Effective IT management, adaptation to modern technological trends, and the development of strategic initiatives in the field of IT-based marketing are key to the company's successful future in a dynamic business environment.

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APPENDICES

Appendix 1

COBIT (Control objectives for information and related technology)

| Category | COBIT processes |
|--------------------------------|--|
| Planning and organization | IT Strategy development IT Architecture development Technology development monitoring IT Service formation and relationship definition IT investment management Corporate information dissemination Personnel management Compliance with external requirements Risk management, project management Quality management |
| Acquisition and implementation | Identification of automatable solutions Acquisition and support of application software Acquisition and support of technology infrastructure, Development and maintenance of procedures System installation and commissioning Change management |
| Delivery and support | Service level management Third-party services management Performance and capacity management |

| | |
|------------|---|
| | Service continuity assurance Security assurance Cost management and optimization User training Customer support Configuration management |
| Monitoring | Process monitoring Internal control adequacy Independent control organization Independent audit assurance |

Appendix 2

List of fitness clubs of LLC «Atletico»

| District | Address |
|--------------------------|--|
| Shevchenkivskyi District | Kyiv, Yurii Illienko St. 48; Kyiv, Bulvarno-Kudriavska St. 19 |
| Podilskyi District | Kyiv, Georgiia Gongadze Ave. 20 Kyiv, Ivana Yizhakevycha St. 1/24 |
| Obolonskyi District | Kyiv, Makiivska St. 3; Kyiv, Obolonskyi Ave. 32b Kyiv, Obolonskyi Ave. 54 |
| Holosiivskyi District | Kyiv, Vystavkova St., 12; Kyiv, Holosiivskyi Ave. 70-A |
| Sviatoshynskyi District | Kyiv, F. Pushina St. 27 Kyiv, Bulgakova St. 13; Kyiv, M. Holoho St. 8 |
| Desnianskyi District | Kyiv, Chervonoi Kalyny Ave. 47a |

| | |
|-----------------------|--|
| | Kyiv, Chervonoi Kalyny Ave. 68a |
| Dniproviskyi District | Kyiv, Petra Zaporozhtsia St. 28 Kyiv Raiduzhna St. 25; Kyiv, Raisy Okipnoi St. 9 Kyiv, Pavla Tychyny Ave. 7 |
| Darnytskyi District | Kyiv, Revutskoho St. 16a Kyiv, Koshytsia St. 1/38; Kyiv, Urlivska St. 8a Kyiv, M. Bazhana Ave. 5g; Kyiv, Y. Lytvynskoho St. 64 Kyiv, Petra Hryhorenko Ave. 5a |
| City of Lutsk | Lutsk, Koniakina St. 30 |