# STRATEGIC PLANNING OF DIGITAL TRANSFORMATION OF THE SERVICES SPHERE

## NADIYA DEKHTYAR, DEPARTMENT OF TOURISM
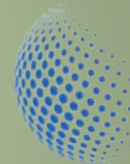
### SIMON KUZNETS KHARKIV NATIONAL UNIVERSITY OF ECONOMICS

**Volume** – relating to the vast amounts of data generated every second
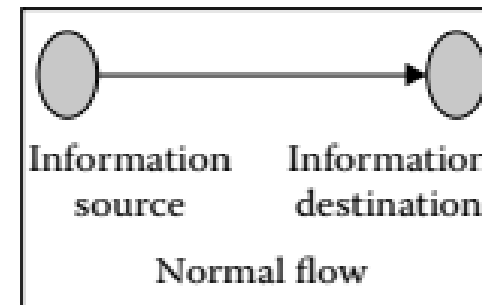
**Velocity** – relating to the speed at which new data is generated and moves around the world
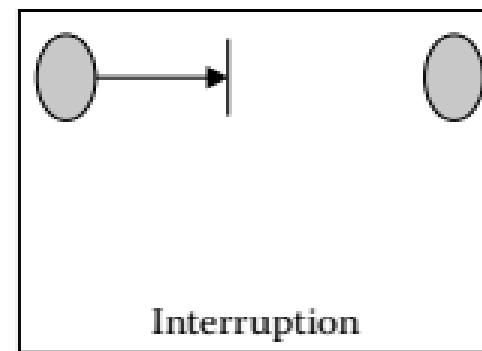
Big data anatomy

**Variety** – relating to the increasingly different types of data that is being generated

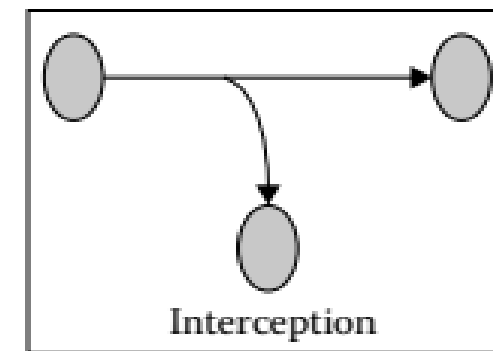**Veracity** – relating to the messiness of the data being generated

Principal attack vectors in communication
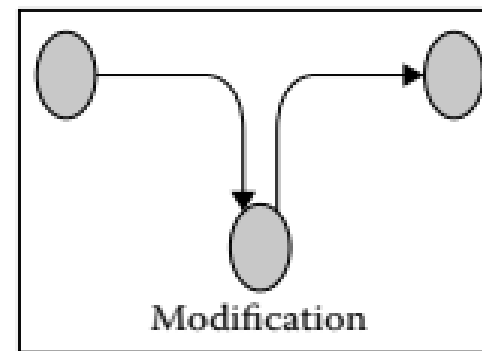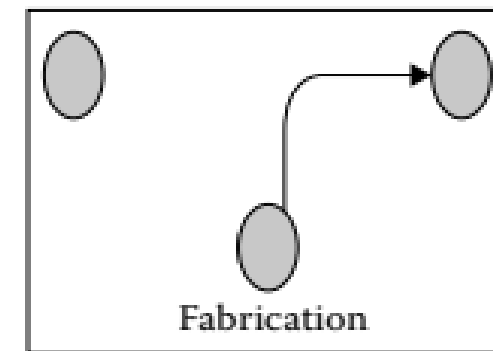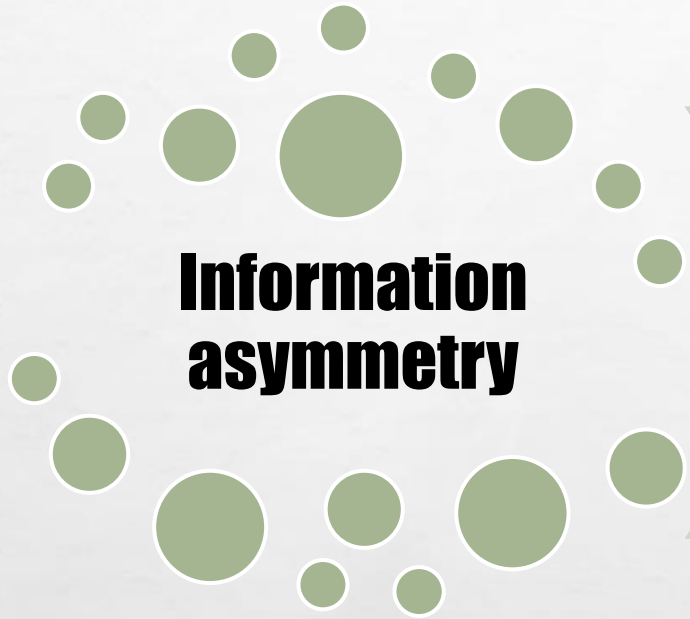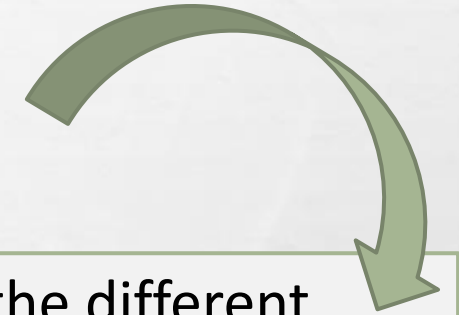
**Information asymmetry**

the different knowledge or information that one party of a commercial transaction has over the other party

'imperfect information'

a party has less information than the ideal

the different knowledge or level of information that customers have either on products or the market behaviour of providers

# Smart Big Data / analytics strategy

**Purpose Panel**

Purpose: What is our purpose? (Mission Statement)

Ambition: What is our ambition? (Vision Statement)

**SMART Customer Questions:**
- Which customers are most likely to churn, and when?
- How do we best identify target customers?
- What factors drive customer loyalty?
- What perceptions do customer have of our products, services, brands?
- What is the predicted customer lifetime value for each of our customers?
- What service elements do customers value the most?
- Etc.

**Customer Panel**

Target Market: What customer do we target? (Segment, Market, Region, Niche, Channels, etc.)

Value Proposition: What do we offer our customers? (Quality, Price, Innovation, Relationship, Service, etc.)

**Operations Panel**

Partners: Who are our key partners we need to maintain a relationship with? (Suppliers, Distributors, Communities, etc.)

Core Competencies: What internal processes to we have to excel at? (Develop Products & Services, Generate Demand, Fulfil Demand, Regulatory & Social, etc.)

**Finance Panel**

Finance Objectives: How will we deliver financial results?

(Revenue, Profit and Cash Generation, Shareholder Value)

(Cost, Productivity, Efficiency)

**Competition and Risk Panel**

Competition factors and Risks: What is threatening our success?

(Market, competition and customer risks)

(Operations risks)

(Financial Risks)

(IT Risks)

(People Risks)

**Resource Panel**

IT Systems and Data: What are the key IT systems and data deliverables? (Systems, Networks, Data Sources, etc.)

Infrastructure: What are the key infrastructure deliverables? (Property, Machinery, Land, etc.)

People & Talent: What are they key people and talent deliverables? (Recruit, Develop, Retain, Engage, etc.)

Culture, Values, Leadership: What are the key culture and leadership deliverables? (Values, Behaviours, etc.)

- PURPOSE PANEL
- CUSTOMER PANEL
- FINANCE PANEL
- OPERATIONS PANEL
- RESOURCE PANEL
- COMPETITION AND RISK PANEL

# The atlas' four neighbourhoods

- NORTHERN NEIGHBOURHOOD
- EASTERN NEIGHBOURHOOD
- WESTERN BALKANS
- MEDITERRANEAN NEIGHBOURHOOD
- EU 27 (BEFORE BREXIT), ICELAND, NORWAY, LIECHTENSTEIN, SWITZERLAND

# Cross-countries comparisons

1) Administrative reforms and the financial aspects

2) Reforms of health and social care services

3) Deinstitutionalisation and community care
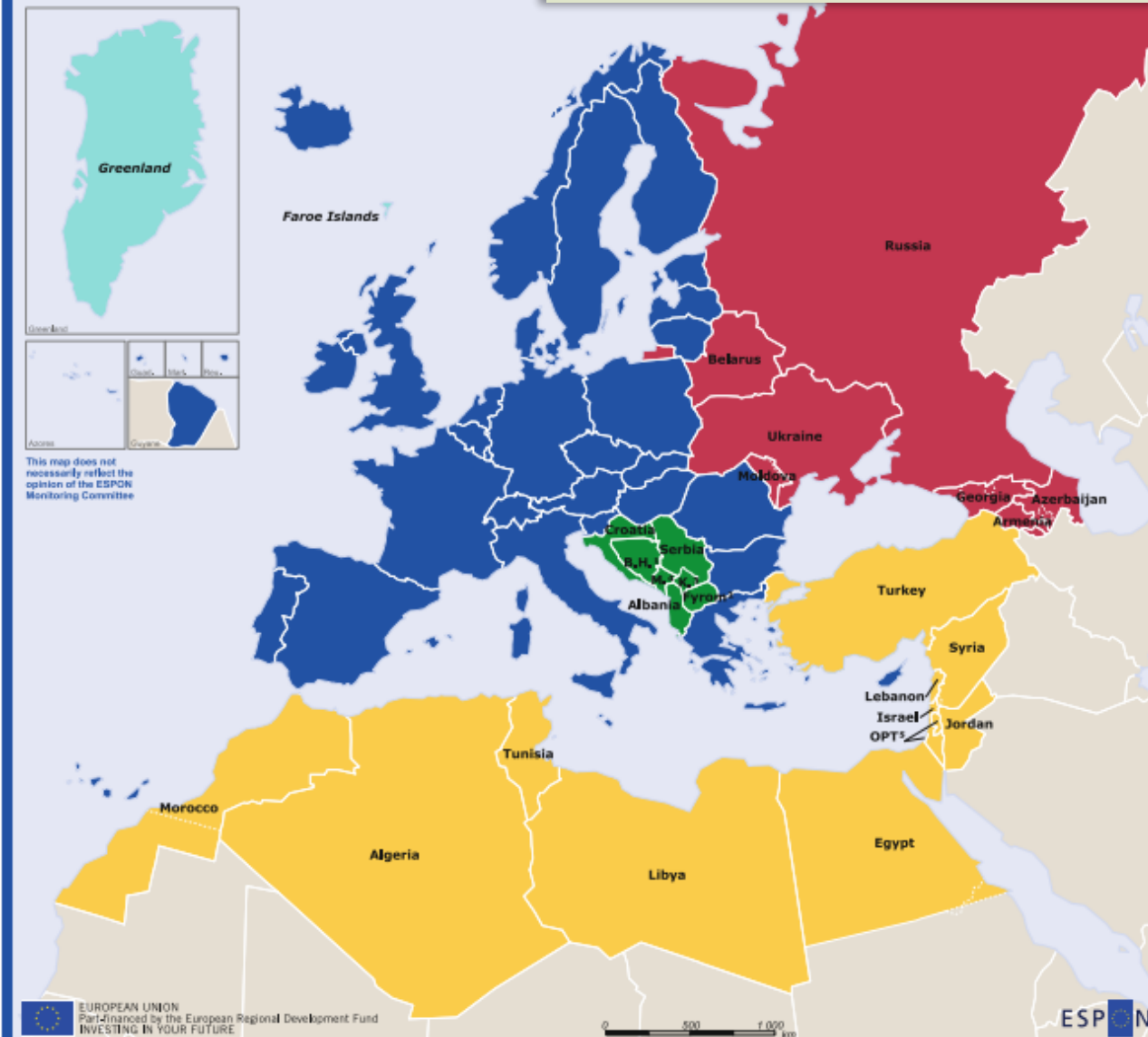
4) Labour market integration

5) Poverty and social exclusion

6) Initiatives targeted to the youth

7) Initiatives targeted to children and children's services

8) The social integration of migrants

9) Homelessness and housing exclusion

**8 240 289** - Refugees from Ukraine recorded across Europe
**5 124 575** - Refugees from Ukraine registered for Temporary Protection or similar national protection schemes in Europe
**5 352 000** - Estimated number of internally displaced people (IDPs) in Ukraine (23 Jan)

## Countries featured in the Refugee Response Plan

| Country | Data Date | Refugees from Ukraine registered for Temporary Protection or similar national protection schemes | Refugees from Ukraine recorded in country | Border crossings from Ukraine* | Border crossings to Ukraine** |
|---|---|---|---|---|---|
| Bulgaria | 5/16/2023 | 158,635 | 50,576 | Not applicable | Not applicable |
| Czech Republic | 5/14/2023 | 519,964 | 520,234 | Not applicable | Not applicable |
| Estonia | 5/15/2023 | 45,712 | 71,215 | Data not available | Data not available |
| Hungary | 5/16/2023 | 35,030 | 35,030 | 2,680,373 | Data not available |
| Latvia | 5/12/2023 | 47,787 | 31,769 | Data not available | Data not available |
| Lithuania | 5/12/2023 | 77,444 | 77,444 | Not applicable | Not applicable |
| Poland | 5/15/2023 | 1,602,062 | 1,602,062 | 11,605,823 | 9,360,108 |
| Republic of Moldova | 5/14/2023 | Not applicable | 108,620 | 822,393 | 458,524 |
| Romania | 5/14/2023 | 131,462 | 94,952 | 2,377,264 | 1,967,334 |
| Slovakia | 5/14/2023 | 116,202 | 116,202 | 1,379,630 | 1,114,568 |
| **Total** | | **2,734,298** | **2,708,104** | **18,865,483** | **12,900,534** |