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## INFORMATION COMPUTER TECHNOLOGIES IN BUSINESS DESIGN: METHODOLOGICAL ASPECTS AND PRACTICAL APPROVAL

The startup business model is based on creation of an innovative product. Support for the startup movement in Belarus is one of the most important tools for the development of innovative entrepreneurship. Insufficient use of the ICT potential, the lack of easy-to-use tools for assessing the effectiveness of a start-up project hinders the growth of start-up efficiency, reduces stability and survival, and creates certain difficulties in making business decisions for startups.

The purpose of the study is to develop methods and tools for assessing the effectiveness and sensitivity of a startup project in the MS Excel environment.

The tasks to be solved within the study are the following:

- to develop a methodology for assessing the effectiveness of a startup in the MS Excel environment and carry out its approbation;
- to develop an algorithm for assessing the sensitivity of a startup project and recommendations for its use in making business decisions.

In accordance with the methodology of business planning [1], an algorithm for evaluating the effectiveness of a startup is proposed, implemented as a complete software application in the MS Excel format, providing the following stages of implementation.

*Stage 1.* Selecting indicators for evaluating the effectiveness of a startup.

Indicators for assessing the effectiveness of a business project are determined in accordance with the regulatory document [1].

Based on the financial plan for each individual startup, the following indicators are calculated [1]:

- 1) the size of the initial investment in a startup;

- 2) calculation horizon;
- 3) discount rate;
- 4) current costs for the production and sale of the product allocated by years of project implementation (costs are calculated by cost elements).

*Stage 2.* Calculation of baseline values of startup performance indicators. The calculation is carried out in the MS Excel environment based using the developed software application [2]. To simulate the calculation of each of the four indicators of the investment project, the corresponding modules have been developed, placed on separate sheets of the MS Excel workbook. The mechanism of entering data and calculating efficiency criteria is automated by means of a system for end-to-end addressing of cells with elements of macro programming. To implement the calculations, formulas have been compiled using built-in functions: financial, statistical, logical and mathematical categories. To navigate among application modules, control elements and a system of hyperlinks have been created.

*Stage 3.* Analysis of the sensitivity of the criteria for the effectiveness of a startup project. To analyze the sensitivity of start-up projects, an algorithm has been developed that includes the following steps.

1. Calculation of efficiency indicators: net present value (NPV), profitability index (PI), dynamic payback period (DPP) when the following factors are changing: increase in production costs and sales of products (labour, services); an increase in the initial investment in a startup; decrease in sales volumes (proceeds from sales).

2. Analysis of sensitivity indicators characterizing the sensitivity of the project for each of the factors.

Templates of tables where cells are prefilled with formulas to automate calculations of the sensitivity of startup project performance criteria to changes in the baseline indicators of the project are presented in the Sensitivity Analysis module which is a part of the application developed by the authors. When the user enters different variants of values of initial data into the template tables, using formulas and built-in functions from the “Financial” category, the values of the main performance indicators of the investment startup project are calculated. By varying the initial values of the above factors, it is possible to interactively obtain and evaluate the values of the net present value, the profitability index and the dynamic payback period of the startup in question.

The application was tested on the example of a start-up project for organizing a virtual eco-farm “i-FerMir”, proposed by a student of Vitebsk State Technological University, under supervision of Prof. Yasheva G.A., Doctor of Economics.

The analysis of the startup sensitivity made it possible to identify the critical values of the variable factors at which a startup approaches the break-even point. Thus, the methodology for analyzing and assessing the sensitivity of a startup, implemented in the developed software application, allows not only to simulate various scenarios of project implementation in an interactive mode, but also to determine the critical values of factors and, thereby, contribute to the development of effective business solutions. To prevent the critical importance of changing factors, a startup founder can adjust their business strategy.

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## CLUBHOUSE AS A NEW PLATFORM FOR DEVELOPING BUSINESS

Listen in on live conversations with influential entrepreneurs, venture capitalists, politicians and celebrities sounds alluring and unbelievable. But with Clubhouse it is real. Everyone is talking about Clubhouse right now, and for good reason. Its glitterati factor and exciting chat room topics have made the Clubhouse app one of the most talked-about emerging social media networks. Where else can you pop into one chat room and hear Elon Musk talking about AI, cryptocurrency and space travel?

We aim at clearing out the following issues: Clubhouse as a new app for business owners; benefits and drawbacks of Clubhouse; how Belarusians can use Clubhouse for business.

What is Clubhouse?

Clubhouse is an invite-only, audio-based social media app (no videos or photos beyond profile pics) that allows users to listen in on live conversations, interviews, panel discussions and presentations within chat rooms. Any Clubhouse user can start a room about a topic they find interesting, opening the room up to guests and deciding who gets to speak.

If you are able to get invited to the Clubhouse app, it can be a big win for your business. If you're a marketer or business owner, this presents an amazing opportunity to establish yourself or the brand you work with as a go-to resource and promote products, services, or events. Opportunities to share your brand story or your founding story, connect with customers, get product feedback, run impromptu focus groups, and generate marketing awareness are ready for the taking on Clubhouse [1].

Clubhouse can be a valuable tool to cultivate potentially new leads for your business. We have identified a few key benefits:

1. Learning from experts. You can participate in chats about marketing, AI, finance and business, and it turns out eye-opening how much free advice industry leaders give away in these casual conversations. As an entrepreneur, you can learn about a wide