there any repeat sales? Is the target segment the right one? As a result of answering these questions and analyzing the activities of western competitors, the company realized that it needed to pursue an aggressive marketing policy while the company was not promoting at all. The OES started running social networks, made itself known and thus tested another hypothesis: if the company tells about itself, it would get more customers. The key problems were that the company was selling the product to the wrong audience and not telling them about it. By analyzing these problematic points, the company got the solutions it needed.

Thus, the role of assessing the potential of the market and using the lean approach in OES was that it didn't spend huge efforts on preparation, planning and fundraising for a long time, only to realize one year later that everything was in vain and the market didn't need the product. OES took a flexible path, moving in precise and small iterations, constantly hypothesizing, testing and analyzing, and thereby improving its product.

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APPLICATION OF THE INTERNET OF THINGS IN HOSPITALITY BUSINESS

Despite the fact that travel market may seem to be a slower adopter of new technologies, various innovations are actively penetrating this sphere, which allows to meet customer needs at a more advanced level. The aim of this research is to examine application of the Internet of things in the sphere of hospitality and its potential of efficiency improvement.

The Internet of things (IoT) is a system of connected physical objects and devices with built-in soft- and hardware, that are used for remote controlling and management in an automated mode.

IoT is closely related to personalized service, as it helps to collect data about clients' preferences and provides the ability to adjust the surrounding conditions according to this information. Let's consider possible options for implementing IoT in hospitality business and identify possible risks associated with this technology.

The most common way of application of IoT is the personalization of hotel rooms. The so-called "connected room" concept implies the client managing many of the room's characteristics using their mobile phone or a provided tablet. The client has an opportunity to adjust the parameters of the heating, ventilation and air conditioning systems or allow various devices to automatically adjust the room temperature based on previously received data. These small, personalized services can make a big difference to many customers, especially in the luxury market where attention to details is much higher than in the middle range or budget segments [1].

Automatic smart door locks are additional features that can provide security in a hotel room. Instead of using a traditional key that can be lost or stolen, guests staying in rooms with IoT-enabled door locks can use a special app on their phone to unlock the room. Moreover, the use of IoT can ensure the safety of not only individual rooms, but the whole building. Specially developed platforms contain programs that, in case of a threat, instantly send a signal to devices, actuating door locks, emergency lights, etc [2].

Bluetooth, GPS and beacon technologies open up new opportunities for hospitality companies to provide the most relevant information to customers based on their location. This could mean, for example, sending SMS messages about the available menu at a restaurant when guests are nearby, or advertising gym services when they are nearby. It can also mean sending up-to-date information about local transportation and surrounding attractions [1].

Another potential use of IoT involves providing information about the current status of various devices, appliances and hotel systems, as well as possible threats and warnings that indicate a deterioration in their performance. This allows the maintenance staff to repair or replace equipment before it fails, which can significantly save resources and reduce costs [2].

When implementing IoT in any of the above forms into the hospitality industry, particular attention should be paid to such aspects as security, privacy and ethical issues.

Difficulties in ensuring IoT security are one of the main factors hindering the widespread usage of this technology. The number of attacks is growing rapidly due to the complexity and heterogeneity of devices. There is a great variety of attacks targeting a specific device, communication infrastructure or a server (DoS attacks, account hacking, malware inserting, server attacks) [3].

Confidentiality implies the right of an individual to determine how much information will be available to third parties. He must be able to control the collection, processing, dissemination and use of his personal data. Ensuring the privacy of the system in this case is the responsibility of the business owner, who must protect his customers from possible leaks of confidential information [4].

Any technology developed for the benefit of society can often have negative side effects. This gives rise to the need to define ethical rules and legal norms to protect both individuals and businesses. However, since the development of legislation for new technologies usually proceeds at a slower pace than the development of the technologies, the responsibility for compliance with ethical standards falls directly on business owners. They determine which solutions can be implemented and assess all the risks, since legal norms may not be applicable specifically to their area, or may not exist at all [5].

In this way, proper implementation of IoT technologies, that takes into account all possible risks, will help the hospitality business to increase its efficiency through a more competent allocation of resources and a personalized approach, make the travel process more comfortable and attractive for consumers of these services.

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DIRECTIONS FOR THE DEVELOPMENT OF IT BUSINESS IN BELARUS

The overall aim is to research the directions of IT-business development in Belarus, to highlight the most effective directions.

The research results are the following: there are many directions of development of IT-companies nowadays, the most important is to take into account of possibilities for your company, as well as to increase the flexibility of the company.

Currently, all IT companies in Belarus can be divided into three types:
1. Outsourcing / outstaffing companies.
2. Product companies.
3. Mixed type companies (outsourcing and product companies).

At the moment, outsourcing / outstaffing companies have the largest market share, with mixed type companies in the second place and product companies in the third place. But why are the companies divided in this way? Most companies would like to enter the European market, but it is difficult to enter it with your product at once. Also, the creation of the product requires big investments at the start and at the same time, the creation of