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DIGITALIZATION IN SMALL BUSINESS FOR WOMEN ENTREPRENEURS IN UKRAINE

From September 2020 to April 2022, the "DIGI-WOMEN, digital entrepreneurship tools and support for women entrepreneurs" project is being implemented within the "Erasmus +" program. Project coordinator —is the University of National and World Economy, Sofia, Bulgaria. Project partners are National Technical University "Kharkiv Polytechnic Institute", Ukraine; Bit-management Beratung Gesmbh, Austria; Baltijas Juras Regiona Klasteru Eksperti, Latvia; Consulenza Direzionale di Paolo Zaramella, Italy; CEPOR Centar za politiku razvoja malih i srednjih poduzeća i poduzetništva, Croatia; Greek Association of Women Entrepreneurs – SEGE, Greece. Project overall objective is to develop a training program that will train experts in order to offer trainings and mentorship sessions that are tailored to the needs of the female entrepreneurs digitalizing their business and help them overcome the obstacles they face in the digitalization. As a result of analyzing the relevance of digitalization in small business for women entrepreneurs in Ukraine the conclusion was made that important areas of digitalization are: search for ideas for business and substantiate these ideas using digital technologies; creation and promotion of business websites; presentation and promotion of business in social networks; implementation of a CRM system at the enterprise. A training program is proposed to prepare experts who will then train women entrepreneurs who run small businesses. The program is designed in such a way that women entrepreneurs have mastered precisely those areas of knowledge that are recognized as the most important in the studies. The program consists of a number of trainings on the following topics: "Training techniques for women entrepreneurs in small business", "Search and Substantiation of Ideas for Business", " Development, deployment, analysis and promotion of the web site ", "Introduction to Social Media Marketing (SMM), "Implementation of digital technologies on the example of the Bitrix24 CRM system".

Keywords: Erasmus+, project, digitalization, small business, women entrepreneurs, curriculum.

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ЦИФРОВИЗАЦИЯ МАЛОГО БИЗНЕСА ЖЕНЩИН-ПРЕДПРИНИМАТЕЛЕЙ В УКРАИНЕ

С сентября 2020 по апрель 2022 года в рамках программы "Erasmus+" осуществляется проект "DIGI-WOMEN, digital entrepreneurship tools and support for women entrepreneurs". Координатор проекта - University of National and World Economy, София, Болгария. В проекте принимают участие Национальный технический университет «Харьковский политехнический институт», Украина; Bit-management Beratung Gesmbh, Австрия; Baltijas Juras Regiona Klasteru Eksperti, Латвия; Consulenza Direzionale di Paolo Zaramella, Италия; CEPOR Centar za politiku razvoja malih i srednjih poduzeća i poduzetništva, Хорватия; Greek Association of Women Entrepreneurs - SEGE, Греция. Главная цель проекта - разработать учебную программу для подготовки специалистов, которые затем будут проводить тренинги и наставнические занятия для женщин-предпринимателей малого бизнеса. Программа должна учитывать потребности предпринимательниц, которые цифровизуют свой бизнес, и помогать им преодолевать препятствия, с которыми они сталкиваются на этом пути. В результате анализа актуальности цифровизации малого бизнеса женщин-предпринимателей в Украине пришли к выводу, что важными направлениями цифровизации являются: - поиск идей для бизнеса и обоснование этих идей с помощью цифровых технологий; - создание и продвижение сайтов компаний; представление и продвижение бизнеса в социальных сетях; внедрение на предприятиях CRM-систем. Предлагается программа тренингов для подготовки экспертов, которые затем будут обучать женщин-предпринимателей малого бизнеса. Программа составлена таким образом, чтобы женщины-предприниматели освоили именно те области знаний, которые в проведенных исследованиях признаны наиболее важными. Программа состоит из ряда тренингов на следующие темы: «Методики преподавания для женщин-предпринимателей малого бизнеса», «Поиск и обоснование идей для бизнеса», «Разработка, размещение, аналитика и продвижение собственного веб-сайта», «Введение в Social Media Marketing (SMM), «Внедрение digital-технологий на примере CRM системы Битрикс24».

Ключевые слова: Erasmus+, проект, цифровизация, малый бизнес, женщины-предприниматели, учебная программа.

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ЦИФРОВІЗАЦІЯ МАЛОГО БІЗНЕСУ ЖІНОК-ПІДПРИЄМЦІВ В УКРАЇНІ

З вересня 2020 по квітень 2022 року в рамках програми "Erasmus +" здійснюється проект "DIGI-WOMEN, digital entrepreneurship tools and support for women entrepreneurs". Координатор проекту - University of National and World Economy, Софія, Болгарія. У проекті беруть участь Національний технічний університет «Харківський політехнічний інститут», Україна; Bit-management Beratung Gesmbh, Австрія; Baltijas Juras Regiona Klasteru Eksperti, Латвія; Consulenza Direzionale di Paolo Zaramella, Італія; CEPOR Centar za politiku razvoja malih i srednjih poduzeća i poduzetništva, Хорватія; Greek Association of Women Entrepreneurs - SEGE, Греція. Головна мета проекту - розробити навчальну програму для підготовки фахівців, які потім будуть проводити тренінги та повчальні заняття для жінок-підприємців малого бізнесу. Програма повинна враховувати потреби підприємниць, які цифровізують свій бізнес, і допомагати їм долати перешкоди, з якими вони стикаються на цьому шляху. В результаті аналізу актуальності цифровізації малого бізнесу жінок-підприємців в Україні прийшли до висновку, що важливими напрямками цифровізації є: пошук ідей для бізнесу та обґрунтування цих ідей за допомогою цифрових технологій; створення і просування сайтів компаній; представлення та просування бізнесу в соціальних мережах; впровадження на підприємствах CRM-систем. Пропонується програма тренінгів для підготовки експертів, які потім будуть навчати жінок-підприємців малого бізнесу. Програма складена таким чином, щоб жінки-підприємці освоїли саме ті галузі знань, які в проведених дослідженнях визнані найбільш важливими. Програма складається з ряду тренінгів на наступні теми: «Методики викладання для жінок-підприємців малого бізнесу», «Пошук і обґрунтування ідей для бізнесу», «Розробка, розміщення, аналітика і просування власного веб-сайту», «Введення в Social Media Marketing (SMM), «Впровадження digital-технологій на прикладі CRM системи Бітрікс24».

Ключові слова: Erasmus +, проєкт, цифровізація, малий бізнес, жінки-підприємці, навчальна програма.

Introduction. From 01.09.2020 to 30.04.2022 within the framework of the "Erasmus +" program, the project "DIGI-WOMEN, digital entrepreneurship tools and support for women entrepreneurs" is being implemented. The project coordinator is the University of National and World Economy, Sofia, Bulgaria. Project

partners are National Technical University "Kharkiv Polytechnic Institute", Ukraine; Bit-management Beratung Gesmbh, Austria; Baltijas Juras Regiona Klasteru Eksperti, Latvia; Consulenza Direzionale di Paolo Zaramella, Italy; CEPOR Centar za politiku razvoja malih i srednjih poduzeća i poduzetništva, Croatia; Greek Association of Women Entrepreneurs - SEGE, Greece.

The idea for this project was proposed by Dr. Ria Aerts, whose research efforts focus on the problems specific to women entrepreneurs and the opportunities that digital technologies provide for solving these problems [1; 2].

Project overall objective is to develop a training program that will train experts in order to offer trainings and mentorship sessions that are tailored to the needs of the female entrepreneurs digitalizing their business and help them overcome the obstacles they face in the digitalization.

In the course of the project, the relevance of digitalization of small business for women entrepreneurs in the world and in Ukraine was analyzed.

The relevance of digitalization in small business for women entrepreneurs in Ukraine.

Based on the data from January 1, 2020, there were 851107 female individual entrepreneurs in Ukraine, making up 46.5% of the total number of individual entrepreneurs in the country. In recent years the proportion of women individual entrepreneurs has increased in Ukraine. Comparatively, according to data from 1 January 2016 women individual entrepreneurs in Ukraine amounted to 44.8% [3].

The individual entrepreneur is the simplest and most accessible form of a subject of economic activity in Ukraine. There are no founding documents and start-up capital for this form. The individual entrepreneur can use a general or simplified system of taxation. The individual entrepreneurs under the simplified system of taxation represent the major part of small business in Ukraine. The usage of the simplified system of taxation provides an opportunity to register business rapidly, with the easiest accounting. Here, "individual entrepreneur" refers to the legal form corresponding to the British „Sole proprietorship" or „Sole trader".

Studies of the digital maturity of small businesses during the pandemic revealed the willingness of small businesses to accept digital technologies, as well as the impact of technology on economic growth stimulation, as well as the prospects and possible challenges.

According to research on the digital maturity of small businesses [4], its contribution to economic recovery efforts can increase the combined GDP of markets by $2.3 trillion during and after the pandemic, or up to 5.6% of additional GDP, by 2024. The survey found that 72% of small business owners responding during the COVID-19 pandemic ramp up their digital transformation. So the more digitally mature a business is, the faster it adapts to market changes and grows its revenue.

The report of June 2020 compiled by IDC [4], investigates the situation of 8 countries (US, Canada, Mexico, Brazil, Chile, UK, Germany, and France) from the perspective of the current challenges and opportunities for small businesses, as well as the correlation among digital maturity and the speed of recovery. In total, the company has surveyed 2030 respondents. The COVID-19 pandemic simply confirmed the fact that going digital has become no longer an option, but a necessity. Indeed, the crisis has intensified a small businesses' dependence on technology and illustrated the importance of digitalization.

The report shows that 43% of small businesses expect 11%-30% of their business to be digital by 2021, while 45% have bigger ambitions.

Top investment focus areas for the next 18 months for these businesses are:
- 36% are planning to invest in solutions to help their staff get the remote job;
- 33% are going to invest in digital technology to boost online sales;
- 32% of small businesses intend to develop a digital strategy with clear business goals;
- 32% want to invest in the right talent and skills.

The small enterprises mentioned some cloud solutions as well as the creation of local software and hardware infrastructure among the planned technological investments for the next year.

The Project Management Institute (USA) surveyed 3,060 project management professionals from around the world in 2020 [5]. According to the analysis of the questionnaires, 50% of respondents indicated their organizations pay great attention to the digital skills of employees to ensure project success; 67% of respondents consider that digital transformation has influenced their business.

Although the number of women's entrepreneurship studies in Ukraine has revealed the main problems on the way of its development.

The University of Phoenix (USA) researchers surveyed 1,000 Ukrainian businesswomen in 2015. The results of the analysis proved that there are three key obstacles to running their own business: state bureaucracy, funding shortages, and lack of qualified staff. The last circumstance was mentioned by 42% of the study participants [6].

The information from surveys [7] in Ukraine indicates that a common reason that holds women from starting or expanding their own business is the lack of management knowledge, as well as lack of strategic planning, marketing, and limited financial access.

Yulia Kovaliv, the deputy head of the Office of the President of Ukraine protruded within the framework of the dialogue meeting of business and government platform SheExports on the topic: "The expansion of economic opportunities for women and the promotion of women's entrepreneurship in Ukraine" stated the following: "There is a significant initiative of women in small entrepreneurship. Regrettably, a lot of entrepreneurs are not sufficient in terms of finances and knowledge in this area. Thus, they have ideas and desires, and they are ready to take risks as well as take responsibility, but they have no relevant experience. Therefore, they need to be taught, starting with how to make a business plan, how to form an

idea, as well as how to work with clients, and how to enter the export market." [8].

Due to a number of reasons the creation of an own web resource as well as promotion is essential for the viability and development of enterprises nowadays.

To begin with, a website allows to expand your target audience, to make a statement about yourself as well as your advantages over other businesses in the industry. Besides, surveys show that 97% of consumers surf the Internet to find a local business or service [9].

Furthermore, running an own website greatly improves the company's image in potential clients' and partners' eyes. The website is the face of the company. By the research [9], approximately 70 to 80% of people study information about a company before they visit a small business or make a purchase from it online, 75% of consumers are judging the reliability of a company based on the design of the company's website [10].

Thirdly, the website operates around the clock, providing users with all the necessary information about the company and its activity at any given time, unlike the office.

Fourthly, the website is an effective business tool. It will provide all the information that customers, partners, and suppliers could possibly need.

Moreover, the website is an effective medium of information. It will provide users with get up-to-date information about the latest news, promotions, existing discounts, etc.

Finally, an own website ensures consumer interaction. For instance, customers' reviews generate a high trust degree for potential customers. Based on research [11], 55% of people will look for reviews and recommendations before they make a purchase online, while 47% will visit a company's website. Besides, surveys and research can be conducted through the website to better understanding their customers' interests.

The promotion in social networks or social marketing is called Social Media Marketing (SMM). This is the name for the method of services, products, training resources, promoting with the help of social networks, forums, blogs. Thus, social networks such as Facebook and Instagram are the most popular among users and consumers [12].

Facebook, YouTube, Instagram, Twitter, and other social networks play an important role in the consumers discover, research, and share information about brands and new products online. However, an online survey found that about 60 percent of consumers researching products online after they have learned information about a particular retailer or brand through social media sites. The active social media users are more likely to read reviews of products online to learn product details and find out the company's history and reputation before making a purchase [13].

Social networks are important for improving consumer communications in organizations. Social networking tools, such as Facebook, are used by organizations to accomplish organizational goals and create a positive company image. Specific social media tools, such as personalized influencer networks (e.g.,

Instagram), are perceived as a major strategic resource for an organization, as well as a platform for selling products and services [14].

Social marketing statistics [15] indicate that almost 50% of the world's population is using social media in 2020. This is more than 3 billion users worldwide. Almost 54% of browsers use social media to research products. Each individual spends an average of 2 hours and 22 minutes on social media per day and messaging. 85% of users have a Facebook account and 69% have an Instagram account in the global network. However, Covid-19 has spurred the adaptation of social media for business needs. Thus, Instagram and Facebook added "Shop" tabs for companies as an example of the development of social commerce. Small businesses have been given effortless access to a global audience, enabling them to operate without physical stores and offices and making it easier to access entrepreneurship.

To improve business efficiency, a good solution is the introduction of a CRM-system in the enterprise. The research of 1009 enterprises in Ukraine was conducted in 2018, and 37% of these enterprises contain no more than 5 employees, 23% keep from 6 to 10 people [16]. The 65% of surveyed companies claimed that the main reason for the CRM implementation is to increase the number of customers, about 55% of entrepreneurs want to track key business indicators, number of deals, number of closed projects, customers, with the help of the system. The popular cloud solution for business in Ukraine is a CRM-system Bitrix24 [17]. According to the survey results, Bitrix24 holds the leading position in the Ukrainian market with 26% of CRM systems in use [16]. This set of tools is perfect for the needs of small businesses, for converting "cold" customers into regular customers and for effective, and coordinated work of employees.

Besides Bitrix24 it is worth noting Terrasoft, used by 15% of companies, and AmoCRM, used by 9% of companies.

The use of CRM-systems allows not only to accurately plan sales volume, but also to determine the market changes that will lead to the formation of new customer needs and continuously maintain a favorable image of the enterprise in the future.

Concluding the analysis of the relevance of digitalization for women entrepreneurs of small businesses in Ukraine, we can make the following conclusions:

- Increased digitalization allows raising the profitability of small businesses. This is confirmed by the surveys among entrepreneurs around the world and in Ukraine;

- it is relevant to search for business ideas and justify these ideas with the help of digital technologies to match the specific issues faced by female entrepreneurs;

- website is an effective tool for doing business especially when business communications should be maintained irrespective of the staff availability and the time of the day.

- it is very important to present and promote business in social networks Facebook and Instagram to increase business efficiency;

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- the implementation of the CRM-system in the enterprise is a good tool to improve business efficiency. The most popular CRM-system in Ukraine is Bitrix24.

This program is designed for experts in digitalization and/or entrepreneurship who will train women entrepreneurs of small businesses afterward. This program is designed to help a women entrepreneurs to acquire the areas of knowledge that were found to be the most important in the studies.

Course goals. The course aims to prepare experts to teach a women entrepreneurs the most effective digital technologies that will increase business profits and make it more profitable.

Course format: intensive short-term training.

Target experts: specialists with knowledge of the considered information technologies, with experience of teaching in adult audiences.

End-users of the service: women small business entrepreneurs with secondary education at least, confident in using a smartphone, with Internet skills.

Course content. The course consists of a training on the following topics series:

Training "Teaching techniques for women small business entrepreneurs" (2 hours of classroom sessions).

Training "Generating and justifying business ideas" (10 hours of classroom sessions).

Training "Designing, hosting, analyzing and promoting a business website" (10 hours classroom sessions)

Training "Introduction to Social Media Marketing (SMM)" (8 hours classroom sessions)

Training "Implementation of digital technologies on the example of CRM system Bitrix24" (8 hours of classroom sessions).

Teaching methods and tools. In the preparation of experts, significant attention will be paid to teaching techniques for adult audiences. We will explain such approaches as mini-lectures and presentations, group work, business games, activation of idea generation, competitions, and more.

The course will provide all necessary information about technology methods and tools that can be successfully applied to small businesses. The required information will be presented in accessible and understandable for all participants form. Coaches will demonstrate the application of digital tools by examples after the theoretical material is presented. Afterward, each participant will apply the suggested tool to solve a problem in the area of business. In the process of applying the tool, participants will be provided with consultative assistance from the coaches.

Based on the theoretical part of the topic and practical exercises, all participants will make a presentation of their work results.

When all the training has been completed, there will be a separate session dedicated to mini-training by each of the experts. Moreover, each expert will choose one of the topics that he or she has been told about, make his own

preparations and conduct a short 10 minutes session with an audience of trainers and experts no sooner than the next day.

Finally, the participants will be surveyed to get feedback on the quality of the training, level of coaching, usefulness of classes for their business.

Methods for evaluation of the experts who take the training.

The evaluation and selection of experts on the training will be carried out using the competence-based approach. Experts will be selected for each training individually, as the topics of trainings are quite diverse and require different qualifications of experts. In case the expert meets the competency requirements for at least one training, then he/she can be offered to participate in the project.

Requirements for candidates will be formulated as follows:

To have experience in conducting trainings for entrepreneurs;

To possess teaching skills. To be able to conduct a dialogue with the audience.

To master the following teaching tools: delivering presentations, organizing participant presentations, organizing material discussions, organizing mini-group work, and managing participants' work on the Internet and in mobile applications.

To have erudition in organizing and conducting business across a variety of industries.

To possess analytical skills, such as the ability to generate new business ideas, to perform a SWOT analysis of various ideas.

Each expert will be interviewed for the initial selection.

Selection of text and other materials.

Training "Training techniques for women entrepreneurs in small business" (2 hours of classroom sessions).

1 The training's purpose: To familiarize experts with teaching methods for entrepreneurs of small business at training.

2 Training content.

During the training, experts will be introduced to the recommended methods of conducting classes with women entrepreneurs. Experts will be explained how to 1) conduct mini-lectures-presentations; 2) organize work in small groups; 3) prepare and conduct business games; 4) activate the generation of ideas in a team; 4) organize competitions etc.

3 Learning outcomes.

Experts will learn the recommended methods for women-entrepreneurs training.

Training "Generating and Justifying Business Ideas" (10 hours of classroom lessons).

1 Training objectives: to teach entrepreneurs how to generate ideas for their business and justify them.

2 Training description

The business idea and business model largely determine the effectiveness of the future business. The effectiveness of an idea and business model can be evaluated by using a business plan. The training is aimed at examining ways of finding entrepreneurial opportunities and generating ideas and developing business models using the Internet, as well as creating a simplified business plan for the future business.

3 Training content

1 Search for entrepreneurial opportunities and generating corresponding business ideas (2 hours of classroom lessons).

The training participants will get acquainted with the possibilities of searching for entrepreneurial opportunities and generating ideas for a promising business on the Internet. They will learn the following:

- The understanding of the Business Model. Business Models types;

- Where on the Internet a useful information for justifying business ideas can be found.

Participants will be shown the possibilities of getting useful business ideas on the following sites:

- https://businesstown.com/300-best-small-business-ideas/ [18],

- https://blog.hubspot.com/sales/small-business-ideas [19],

- https://www.businessnewsdaily.com/2747-great-business-ideas.html [20],

- https://www.entrepreneur.com/article/201588 [21],

- https://www.bplans.com/sample-business-plans/ [22].

Each training participant will search for an opportunity and generate business idea that suits him best. Further, each participant will communicate the generated idea to the audience, explain why it has been selected (which entrepreneurial opportunity will serve best). Each participant will conduct a SWOT analysis of the proposed idea. After that, all participants will discuss this idea, express their opinions about it. In conclusion, the trainers will comment on the ideas generated.

2 Justification of a business idea. Business plan. Marketing plan (2 hours of classroom lessons).

The training participants will get acquainted with the structure of the business plan. The trainers will tell them the basic requirements for the components of this document. Further, the participants will study in more detail what a project marketing plan is.

Each participant will write a marketing plan for the project.

3 Production plan, organizational plan, and management. (2 hours of classroom classes).

Participants of the training will describe the production process, estimate the planned production volumes, consider measures to protect the environment, legal issues. They will describe the management structure, the qualifications of the managers involved in the project, human resource management, and the salary structure.

4 Financial plan (2 hours of classroom lessons).

The participants of the training will get acquainted with the basic principles of financial planning of investment projects. They will learn the following:

- calculation of total investment costs;

- enterprise cash flows;

- cash flow projections;

- analysis of the effectiveness of an investment project.

Training participants will be able to:

- design cash flows in the project;

- evaluate project performance using the Net Present Value and Internal Rate of Return indicators using the calculator [23].

Training participants will be introduced to the financial calculator using the example [23].

Participants will be shown an example of calculating Net Present Value and Internal Rate of Return.

Each training participant will create a simplified example of an investment project in their area. Further, each participant will evaluate the effectiveness of the proposed project. To do this, she will calculate the Net Present Value and Internal Rate of Return for the project using [23].

Training participants will analyze the risks of the project, identify its strengths and weaknesses, risk factors, develop measures to reduce risks.

5 Presentations of projects by participants (2 hours of classroom lessons).

Each participant will make a short presentation (within 5 minutes) of their project to the audience. After the presentation of the project, all participants will be able to ask questions to the author. After that, the project will be discussed by all participants. The strengths, weaknesses, opportunities, and threats of the project will be analyzed. Trainers will comment on each project, make comments, suggest ways to improve the project.

4 Learning outcomes

Each participant will choose a business idea that she considers the most attractive for herself. Each participant will write a short marketing plan for their project and evaluate its effectiveness using the Net Present Value and Internal Rate of Return indicators. Each project will be presented by participants in the audience. All participants will analyze the strengths, weaknesses, opportunities, and threats of the project.

Training "Development, placement, analysis and promotion of a business web site" (10 hours classroom lessons).

1 Training objectives: The training program is aimed at familiarizing women entrepreneurs with the opportunities of self-development, placement, analytics, and promotion of their Internet resources.

2 Training description

The training is aimed at familiarizing novice entrepreneurs with the possibilities of developing, placement, analyzing, and promoting their website for any available budget. It gives an idea of the various options for solving this problem, their cost, and effectiveness.

The main focus of the training is focused on the issues of self-development, placement, analytics, and

website promotion in the absence (or the presence of a minimum) of a budget for the implementation of these areas. Tilda [24] is considered as the main platform for developing and hosting a website, working with which does not require programming knowledge and skills. Working with analytics of website key indicators is considered using the example of the most popular tool - Google Analytics. Various mechanisms of website promotion in search engines (content creation, elimination of usability errors, advertising, etc.), which allow increasing the "chances" of a website to be seen in search engines, are considered.

3 Training content

1 Introductory lesson (2 hours of classroom lessons).

1) Justification of the need for the development, placement, analytics, and promotion of own Internet resource. The participants of the training will gain an understanding of the need and feasibility of development, placement, analytics, and promotion of their Internet resource, the main benefits that such a resource can bring to the business.

2) Consideration of various options for solving this problem. The participants of the training will get acquainted with various options for solving the problems of development, placement, analytics, and promotion of their Internet resources (independently, with the help of freelancers, IT companies). They will receive the comparative characteristics of each option (pros/cons, price/quality/risks). So, the participants will be able to determine the best option for themselves, based on the available budget and expectations.

2 Development of own website without programming knowledge (2 hours of classroom lessons).

The participants of the training will get acquainted with website builders that allowing creation of own websites without programming knowledge (Tilda [24], Wix [25], WordPress [26])

Each training participant will develop a business card site using the Tilda constructor [24].

3 Placement of the developed website on the Internet (2 hours of classroom lessons).

The training participants will become familiar with the concepts of hosting and domain name. Gain a general understanding of the resource placement algorithm.

Each training participant will work out the placement algorithm using the example of a website developed in the Tilda builder using free Tilda hosting [24].

4 Website Key Indicators Analytics (2 hours of the classroom).

Participants of the training will gain a general understanding of the analytics of website indicators, as well as the main analytics parameters in the Google Analytics tool [27].

Each training participant will connect Google Analytics to their website.

5 Website promotion in search engines (2 hours of classroom training). The participants of the training will get acquainted with various mechanisms of website promotion in search engines (content creation, elimination of usability errors, advertising, etc.)

Each training participant will be able to choose and apply the available promotion mechanisms for their website.

4 Teaching Methods and Tools

Theoretical presentations, practical exercises, consultations. Application of services Zoom [28], Skype [29], Tilda [24], Google Analytics [27].

5 Learning outcomes

After the training, the participants will know:

- various options for solving the problems of development, placement, analytics, and promotion of their Internet resource (independently, with the help of freelancers, IT companies) and characteristics of these options;

- principles of site builders work, advantages and disadvantages of the most popular site builders;

- concepts of hosting and domain name, the algorithm for placing a resource on the Internet;

- the main parameters of the website analytics in the Google Analytics tool, the capabilities of this resource;

- various mechanisms for promoting a website in search engines (content creation, elimination of usability errors, advertising, etc.).

Training participants will be able to:

- to design business card sites using the Tilda constructor;

- host websites on free hosting;

- set up website analytics;

- use the available website promotion tools.

Training "Introduction to Social Media Marketing (SMM) (8 hours of classroom lessons).

1 Training objectives: The training program is dedicated to training aspiring women entrepreneurs in the possibilities of promoting and developing their business in social networks Facebook [30] and Instagram [31].

2 Training description

Social media has become a part of most people's lives. Instagram and Facebook are the easiest and most effective way to convey information about the own products and services to buyers. Before starting to work with services, it is needed to understand who the target audience of the company is, who needs its products, who are ready to pay for them and under what conditions, how to analyze the target audience, and build a strategy for the development of social networks.

3 Training content

1 Creating accounts for business on Facebook [30] and Instagram [31] (2 hours of classroom training).

Participants create and set up Facebook and Instagram accounts, fill in all the necessary initial information about the company.

2. SMM strategy. Purpose of creating social media accounts. KPIs in social networks (2 hours of classroom lessons).

Participants choose the main goals and indicators for their pages, determine their goals and a common vision.

3 Analysis of competitors, target audience, content plan (2 hours of classroom lessons).

After the theoretical block, the participants choose their target customer segments and describe the customer

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profile. They develop a content plan: thematic headings, a calendar plan by topics, visual presentation.

4 Targeted advertising (2 hours of classroom classes).

The participants of the training consider the basic tools of targeted advertising, set up campaigns in their accounts.

4. Teaching Methods and Tools

Theoretical presentations, practical exercises. Application of service Zoom, Skype, Instagram, Facebook.

5 Learning outcomes

During the training, the participants will independently do:

A page for their business on social networks Facebook and Instagram.

Fill the pages with original content.

Develop a social media promotion strategy.

Develop a content plan with headings and visual presentation for the month.

Mastering paid targeted advertising on Facebook and Instagram.

Present their pages at the end of the training.

Training "Implementation of digital technologies on the example of the Bitrix24 CRM system" (8 hours of classroom lessons).

1 Training objectives: The training program is dedicated to teaching aspiring women entrepreneurs to use the capabilities of the CRM system for their business, which will improve the efficiency of the company's business processes, attract and retain customers, increase sales, improve the quality of service.

2 Training description

Well-structured business processes increase customer value and enhance business profitability. This is achieved by structuring and regulating actions aimed at creating value and eliminating unnecessary activities. The Bitrix24 CRM information system was chosen as a CRM system for implementation. The implementation of this system will make it possible to comfortably and efficiently maintain a client base and manage the sales process. The training is aimed at familiarizing participants with the capabilities of the Bitrix24 CRM system and its adaptation for their own or future business [17].

3 Training content

1 Characteristic of the CRM system (2 hours of classroom lessons).

The training participants will get acquainted with the general characteristics of the CRM system, its structure, and the group of tasks that the CRM system solves. Each training participant will adapt the capabilities of the Bitrix24 online CRM system and configure it for their business [17].

Development of an implementation plan (2 hours of classroom lessons).

The training participants will get acquainted with the criteria for choosing a CRM system, the primary goals and objectives, and the development of an implementation plan.

Each training participant will set up and connect sources of communication with clients, perform work with the tasks and projects of the company.

3 The structure and main functions of the Bitrix24 system (2 hours of classroom lessons).

The participants of the training will get acquainted with the structure of the Bitrix24 system, the main functions of the system [17]. They will study the features of setting up the system and the possibilities of CRM marketing. The participants will get acquainted with the organization and setup of communications with clients.

Each training participant will track orders, commercial offers, and payments.

4 Technology for creating and configuring the parameters of the company's business processes (2 hours of classroom training).

The participants of the training will get acquainted with the technology of creating the company's business processes, the formation, and analysis of analytical reports for each transaction (sales funnel).

Each training participant will model the business processes of his business and analyze the company's activities.

4 Teaching Methods and Tools

Theoretical presentations, practical exercises, consultations. Application of services Zoom, Skype, Bitrix24.

5 Learning outcomes

Training participants will learn how to adapt the main components of the Bitrix24 system for their business; customize the interaction of the main business processes in the CRM system for their business. They will be able to systematize the company's work in the Bitrix24 system. They will use a range of tools and functions of the CRM system to ensure that work in the company is carried out quickly, comfortably, and efficiently. They will be able to use the Bitrix24 system when managing the activities of their enterprise.

Conclusion. Within the "Erasmus +" program, the project "DIGI-WOMEN, digital entrepreneurship tools and support for women entrepreneurs" is being implemented.

The main goal of this project is to develop a curriculum to train professionals who will then provide training and mentoring sessions for women small business entrepreneurs. The program should address the needs of women entrepreneurs who are digitalizing their businesses and help them overcome the obstacles they face along the way.

In the course of the project, the relevance of digitalization of small business women entrepreneurs in the world and Ukraine were analyzed. As a result, we concluded that an increase in the volume of digitalization can increase the profitability of small businesses. This is evidenced by surveys of entrepreneurs in the world and Ukraine.

For women small business entrepreneurs in Ukraine, the following is relevant:

- search for business ideas and substantiate these ideas using digital technologies;

- website creation and promotion;
- business promotion on such social networks as Facebook and Instagram;
- implementation of a CRM system.

A training program for experts preparation who will then train women small business entrepreneurs was proposed. The program is designed in such a way that women entrepreneurs have mastered precisely those areas of knowledge that are recognized as the most important in the studies.

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