

Proceedings of
the 37th International Business Information Management Association Conference
(IBIMA)

30-31 May 2021, Cordoba, Spain

ISBN: 978-0-9998551-6-4

ISSN: 2767-9640

Innovation Management and information Technology impact on Global Economy
in the Era of Pandemic

Editor

Khalid S. Soliman

International Business Information Management Association (IBIMA)

Copyright 2021

Conference Chair

Khalid S. Soliman, International Business Information Management Association, USA

Special Session Chair

Svetlana Drobyazko, European Academy of Sciences, United Kingdom

Conference Advisory Committee

John F. Affisco, Hofstra University, USA
Abdul Rahman Ahmad, Universiti Tun Hussein Onn Malaysia, Malaysia
Omar Al-Azzam, University of Minnesota Crookston, USA
Hesham H. Ali, University of Nebraska at Omaha, USA
Ahmed Azam, DeVry University, USA
Az-Eddine Bennani, Reims Management School, France
Emil Boasson, Central Michigan University, USA
Regina Connolly, Dublin City University, Ireland
Rene Leveaux, University of Technology, Sydney, Australia
Susana de Juana Espinosa, Universidad de Alicante, Spain
Xiuzhen Feng, Beijing University of Technology, China
Mohammad Ayub Khan, Tecnológico de Monterrey, Mexico
Sherif Kamel, The American University in Cairo, Egypt
Najib Saylani, Florida State College at Jacksonville, USA
Magdy Serour, InContext Solutions, Australia
Amine Nehari Talet, King Fahd University of Petroleum & Mineral, KSA
Abraham G. van der Vyver, Monash University, South Africa

Program Committee

(it is IBIMA Policy to include a program committee member's name only after reviewing at least one submitted paper)

Maryam Masud, Institute of Business Management, Pakistan
Patricio Ramírez-Correa, Universidad Católica del Norte, Chile
Iulian Gole, Bucharest University of Economic Studies, Romania
Maysun Alghamdi, Al Imam Mohammad Ibn Saud Islamic University, KSA
Kārlis Krēslīņš, Ventspils University of Applied Sciences, Latvia
Matúš Baráth, Comenius University in Bratislava, Faculty of Management, Slovakia
Shukriah Binti Sa'ad, Universiti Teknoloi MARA, Malaysia
Subhacini Subramaniam, Multimedia University, Malaysia
Iryna Koshkalda, Dokuchayev Kharkiv National Agrarian University, Ukraine
Chijioke Nwachukwu, Horizons University Paris, France
Mercy Ejovwokeoghene Ogbari, Covenant University, Nigeria
Rugayah Gy Hashem, Universiti Teknoloi MARA, Malaysia
Matthew A. Oluwatoyin, Covenant University, Ota, Nigeria
Ayooluwa Aregbesola, Landmark University, Nigeria
Tamara Iskra Alcántara Concepción, Universidad Nacional Autónoma de México, México
Igor Aguilar Alonso, Universidad Nacional Tecnológica de Lima Sur, Peru
Mehedi Hasan Khan, Harbin Institute of Technology, China
Cristian Mera Macías, Universidad Laica Eloy Alfaro de Manabí, Ecuador

Citra Sukmadilaga, Universitas Padjadjaran, Indonesia
Laura Elena Zapata Jiménez, Universidad Católica Luis Amigó, Colombia
Sergio Araya Guzmán, Universidad del Bío-Bío, Chile
Rita Ambarwati, Universitas Muhammadiyah Sidoarjo, Indonesia
Ojebola Oluwatunmise, Covenant University, Nigeria
Bahjat Fakieh, King Abdulaziz University, KSA
Honorata Howaniec, University of Bielsko-Biala, Poland
Ganna Likhonosova, National Aerospace University «Kharkiv Aviation Institute», Ukraine
Nor Fauziana Ibrahim, Multimedia University (MMU), Malaysia
Justyna Łapińska, Nicolaus Copernicus University in Toruń, Poland
Arkadiusz Piwowar, Wrocław University of Economics and Business, Poland
Marcin Lawnik, Silesian University of Technology, Poland
Mateusz Chłąd, Częstochowa University of Technology, Poland
Izabela Sztangret, University of Economics in Katowice, Poland
Alicja Malgorzata Graczyk, Wrocław University of Economics and Business, Poland
Arkadiusz Januszewski, UTP University of Science and Technology, Poland
Javier Gamboa-Cruzado, Universidad Nacional Mayor de San Marcos, Perú
Siti Munerah, Sunway University, Malaysia
Nabil Mzoughi, Dar Al Uloom University, KSA
Athanasios Podaras, Technical University of Liberec, Czech Republic
Anna Tanina, Peter the Great St.Petersburg Polytechnic University (SPbPU), Russia
Grzegorz Pietrek, WSB Banking University in Gdansk, Poland
Hugo González Aguilar, Universidad Autónoma del Perú, Perú
Piotr Uchroński, WSB University, Poland
Hanen Charni, Effat University, KSA
Piotr Kuraś, Czestochowa University of Technology, Poland
Małgorzata Marzec, Jagiellonian University, Poland
Aida Matri Ben Jemaa, Higher Institut of Management (Tunis), Tunisia
Przemysław Niewiadomski, University of Zielona Góra, Poland
Michał Adamczak, Poznan University of Technology, Poland
Fred Peter, Covenant University, Nigeria
Olivia Tan Swee Leng, Multimedia University, Malaysia
Mohd Rizuan Abdul Kadir, Universiti Tenaga Nasional, Malaysia
Ruxandra Dinulescu, Bucharest University of Economic Studies, Romania
Rosalina Babo, ISCAP/ P.Porto, Portugal
Beata Bieszk-Stolorz, University of Szczecin, Poland
Alaa Salam Jameel, Cihan University-Erbil, Iraq
Ana Azevedo, CEOS.PP / ISCAP / P.PORTO, Portugal
Nadezda Glubokova, Plekhanov REU, Russia
Ivona Stoica (Răpan), Romanian Academy, Institute of National Economy, Romania
Felix Sadyrbaev, Daugavpils University, Latvia
Jan Chromý, Media4u Magazine Journal, Czech Republic
Martina Tomičić Furjan, University of Zagreb, Croatia
Ugochukwu Moses Urin, Covenant University, Nigeria
Safawi Abdul Rahman, Universiti Teknologi MARA, Malaysia
John Fredy Sánchez Mojica, Corporación Universitaria Minuto de Dios, Colombia
Valeriy V. Smirnov, Chuvash state University name I.N. Ulyanov, Russia
Dario Šebalj, J. J. Strossmayer University of Osijek, Croatia
Constantin-Marius Apostoaie, Alexandru Ioan Cuza University of Iași, Romania
Robert Huterski, Nicolaus Copernicus University in Torun, Poland
Martina Blašková, Police Academy of Czech Republic, Czech Republic
Agnieszka Szczudlińska-Kanoś, Jagiellonian University, Poland
Natalya Masyuk, Vladivostok State University of Economics and Service, Russia
Viktorija Šipilova, Daugavpils University, Latvia
Margarita Tsibulnikova, Tomsk Polytechnic University, Russia

Renata Brajer-Marczak, Wrocław University of Economics and Business, Poland
Grzegorz Biesok, University of Bielsko-Biala, Poland
Dorian-Laurențiu Florea, International University of Rabat, Morocco
Mohamed Nejib Ouertani, Faculty of Economic and Management Sciences, Al Imam Muhammad Ben Saud Islamic University, KSA
Lilianna Wojtynek, Opole University of Technology, Poland
Norain Ismail, Universiti Teknikal Malaysia Melaka, Malaysia
Sandeep Kumar, Tecnia Institute of Advanced Studies, Affiliated to GGSIP University, Delhi, India
Liudmyla Niemets, V.N. Karazin Kharkiv National University, Ukraine
Monika Sipa, Czestochowa University of Technology, Poland
Marzena Graboń-Chałupczak, WSB University, Poland
Katarzyna Huk, University of Zielona Góra, Poland
Sylvia Konecka, Poznań University of Economics and Business, Poland
Olawale Yinusa Olonade, Covenant University, Ota, Nigeria
Yuliya Karpovich, Perm National Research Polytechnic University, Russia
Barbara Batóg, University of Szczecin, Poland
Ivica Linderová, College of Polytechnics Jihlava, Czechia
Ismi Rajiani, Lambung Mangkurat, Indonesia
Sabina Kubiciel-Lodzińska, Opole University of Technology, Poland
Andrzej Cwynar, University of Economics and Innovation, Poland
Janusz Wielki, Opole University of Technology, Poland
Maciej Woźniak, AGH University of Science and Technology, Poland
Beata Sofrankova, University of Presov, Faculty of Management, Slovakia
Alexander Grebenkov, Southwest State University, Russia
Anastasiia Dalibozhko, Tomsk State University, Russia
Olena Berezina, Cherkasy State Technological University, Ukraine
Rafał Nagaj, University of Szczecin, Poland
Mikhail Rodionov, Penza State University, Russia
Elena Korostyshevskaya, Saint Petersburg State University, Russia
Elena Iadrennikova, Ural Federal University named after the first President of Russia B.N. Yeltsin (UrFU), Russia
Pavel Juřica, Brno University of Technology, Czech Republic
Łukasz Tomczyk, Pedagogical University of Cracow, Poland
Mateusz Jankiewicz, Nicolaus Copernicus University in Toruń, Poland
Khairunesa Isa, Universiti Tun Hussein Onn Malaysia, Malaysia
Radosław Katarzyniak, Wrocław University of Science and Technology, Poland
Dariusz Wielgórka, Czestochowa University of Technology, Poland
Ebeguki E. Igbinoba, Covenant University, Nigeria
Kamal Abou El Jaouad, ENCG Casablanca University Hassan II, Morocco
Małgorzata Macuda, Poznań University of Economics and Business, Poland
Małgorzata Okręglicka, Czestochowa University of Technology, Poland
Svetlana Globa, Siberian Federal University, Russia
Paulo Pinto-Moreira, Coimbra Business School - ISCAC, Portugal
Radu D. Stanciu, POLITEHNICA University of Bucharest, Romania
Oksana Portna, V. N. Karazin Kharkiv National University, Ukraine
Manuela Ingaldi, Czestochowa University of Technology, Poland
Iwona Gorzeń-Mitka, Czestochowa University of Technology, Poland
Adina Dornean, Alexandru Ioan Cuza University of Iasi, Romania
Kamil Kaczyński, Military University of Technology, Poland
Luisa Margarida B. Lopes, Instituto Politécnico de Bragança, Portugal
Ewa Koreleska, UTP University of Science and Technology in Bydgoszcz, Poland
Adebanji W. Ayeni, Landmark University, Omu-aran, Nigeria
Constantin Ilie, Ovidius University of Constanța, Romania
Natalia Manea, POLITEHNICA University of Bucharest, Romania
Silvia Treľová, Comenius University in Bratislava, Faculty of Management, Slovakia

Grzegorz Warzocha, Wrocław University of Economics, Poland
Galina Yu. Fedotova, The Russian Presidential Academy of National Economy and Public Administration, Russia
Agnieszka Wiśniewska, University of Warsaw, Poland
Ireneusz Miciuła, University of Szczecin, Poland
Boris Nikolaev, Penza State University, Penza, Russia
Karolina Drela, University of Szczecin, Poland
Anna Kowalska, Wrocław University of Economics and Business, Poland
Marcin Sitek, Częstochowa University of Technology, Poland
Katarina Tomičić-Pupek, University of Zagreb, Faculty of Organization and Informatics, Croatia
Tomasz Jałowiec, War Studies University, Poland
Evgeniya K. Karpunina, G.R. Derzhavin Tambov State University, Russia
Anastasia Lukina, Plekhanov Russian University of Economics, Russia
Vladimír Bolek, University of Economics in Bratislava, Slovakia
Anna Lemańska-Majdzik, Częstochowa University of Technology, Poland
Magdalena Bsoul-Kopowska, Częstochowa University of Technology, Faculty of Management, Poland
Gabriel Koman, University of Zilina, Slovakia
Joanna Kizielewicz, Gdynia Maritime University, Poland
Alla Ivashchenko, Kyiv National Economic University named after Vadym Hetman, Ukraine
Anna Llanos-Antczak, University of Economics and Human Sciences in Warsaw, Poland
Gabriela Tigu, Bucharest University of Economic Studies, Romania
Dan Bodescu, University of Agricultural Sciences and Veterinary Medicine Iași, Romania
Zdeněk Mikulka, University of Defence, Czech Republic
Meseret Yihun Amare, University of Pardubice, Czech Republic
Valentyna Shapoval, Dnipro University of Technology «Dnipro Polytechnic», Ukraine
Viktor Stukach, Omsk States Agriculture University, Russia
Syed Asad Ali Shah, Alhamd Islamic University, Pakistan
Adam Ryszko, Silesian University of Technology, Poland
Zygmunt Kruczek, University School of Physical Education, Poland
Jakub Trojan, Tomas Bata University in Zlin, Czech Republic
Feyza Ağlargöz, Anadolu University, Turkey
Ruslan Bazhenov, Sholom-Aleichem Priamursky State University, Russia
Aleksandra Krajnović, University of Zadar, Croatia
Vladimir Nosov, K.G. Razumovsky Moscow State University of Technologies and Management, Russia
Ali Saleh Alarussi, Xiamen University Malaysia, Malaysia
Cezar Toader, Technical Univ. of Cluj-Napoca, Romania
Andreea Claudia Serban, Bucharest University of Economic Studies, Romania
Aristides Dasso, Universidad Nacional de San Luis, Argentina
Adrianna Guzowska, UTP University of Science and Technology, Poland
Marija Bečić, University of Dubrovnik, Croatia
George Ungureanu, University of Agriculture Sciences Iasi-Faculty of Agriculture, Romania
Ramona Dobre, Bucharest University of Economic Studies, Romania
Sławomir Jankiewicz, WSB in Poznan, Poland
Nina Golowko, Self-employed Lecturer, Germany
Justyna Małysiak, General Tadeusz Kościuszko Military University of Land Forces, Poland
Vita Zarina, EKA University of Applied Science, Latvia
Alina Romanovska, Daugavpils University, Latvia
Arkadiusz Banasik, Silesian University of Technology, Poland
Arman Derakhti, Universidad Católica del Norte, Chile
Daniela Cristina Momete, University Politehnica of Bucharest, Romania
Camelia Delcea, Bucharest University of Economic Studies, Romania
Omoike Osereme Amiolemen, Covenant University, Ota, Ogun State, Nigeria
Daniela Matušíková, University of Prešov in Prešov, Slovakia
Anca Tamaș, The Bucharest University of Economic Studies, Romania
Svitlana Naumenkova, Taras Shevchenko National University of Kyiv, Ukraine

Judyta Kabus, Czestochowa University of Technology, Poland
Larisa Yu. Ovsyanitskaya, International Institute of Design and Service, Russia
Felipe Machorro Ramos, Universidad de las Américas Puebla, Mexico
Maciej Gliniak, University of Agriculture in Krakow, Poland
Olga V. Ruzakova, Ural State University of Economics, Russia
Anca Gabriela Molănescu, Bucharest Academy of Economic Studies, Romania
Daniel Badulescu, University of Oradea, Romania
Grzegorz Wesolowski, The John Paul II Catholic University of Lublin, Poland
Ryszard Szynowski, WSB University, Poland
Dragos Smedescu, University of Agronomic Sciences and Veterinary Medicine of Bucharest, Romania
Gabriela Dobrotă, Constantin Brâncusi University of Targu Jiu, Romania
Lukáš Smerek, Matej Bel University in Banská Bystrica, Slovakia
Agnieszka Anna Huterska, Nicolaus Copernicus University in Torun, Poland
Olena Akilina, Borys Grinchenko Kyiv University, Ukraine
Anna Sołtysik-Piorunkiewicz, University of Economics in Katowice, Poland
Ivana Barišić, Faculty of Economics and Business Zagreb, Croatia
Larysa Novak-Kalyayeva, Ukrainian State Employment Service Training Institute (Kyiv), Ukraine
Katarzyna Szymczyk, Czestochowa University of Technology, Poland
Larisa Mihoreanu, Bucharest University of Economic Studies, Romania
Konrad Henryk Bachanek, University of Szczecin, Poland
Sofia Alexandra Cruz, University of Porto, Portugal
Raluca-Giorgiana (Chivu) Popa, The Bucharest University of Economic Studies, Romania
Stepan Chalupa, Institute of Hospitality Management in Prague, Czech Republic
Galina Bannykh, Ural Federal University, Russia
Katarína Havierniková, Alexander Dubček University of Trenčín, Slovakia
Katarzyna Marek-Kolodziej, Opole University of Technology, Poland
Mihaela-Carmen Muntean, "Dunarea de Jos" University of Galati, Romania
Lina Artemenko, NTUU KPI Igor Sikorsky, Ukraine
Irina N. Rogova, St-Petersburg State University of Economics, Russia
Waldemar Jędrzejczyk, Czestochowa University of Technology, Poland
Zuzana Janková, Brno University of Technology, Faculty Business and Management, Czech Republic
Igor Klioutchnikov, International Banking Institute, Russia
Anna Zarkada, Athens University of Economics and Business, Greece
Bruno Miguel Barbosa de Sousa, IPCA, Portugal
Ruxandra Ioana Curea-Pitorac, West University of Timisoara, Romania
Ihor Oleksiv, Lviv Polytechnic National University, Ukraine
Blanka Tundys, University of Szczecin, Poland
Paul Leger, Universidad Católica del Norte, Chile
Marta Daroń, Czestochowa University of Technology, Poland
Djula Borozan, J. J. University of Osijek, Faculty of Economics in Osijek, Croatia
Consuela-Mădălina Gheorghe, "Carol Davila" University of Medicine and Pharmacy, Bucharest, Romania
Mihai Părean, West University of Timisoara, Romania
Magdalena Szopa, Academy of Physical Education in Katowice, Poland
Gheorghe Lucian, Ovidius University of Constanta, Romania
Łukasz Wróblewski, WSB University, Poland
Benoit Mougnot, Universidad San Ignacio de Loyola, Peru
Ewa Sobolewska-Poniedziałek, University of Zielona Góra, Poland
Nikolina Dečman, Faculty of Economics & Business, University of Zagreb, Croatia
Tamara Högl, Freelancer (Dr. Tamara Högl Consulting & Management), Germany
Tatiana Gileva, USATU, Russia
Radosław Miśkiewicz, University of Szczecin, Poland
Ștefan Cătălin Popa, The Bucharest University of Economic Studies, Romania
Irena Figurska, Pomeranian University in Slupsk, Poland
Dominika Jagoda-Sobalak, Opole University of Technology, Poland
Flera Ya. Khabibullina, Mari State University, Russia

Kristina Afrić Rakitovac, Jurja Dobrila University, Pula, Croatia
Letizia Alvino, Nyenrode Business University, Netherlands
Asif Akram, Lund University, Sweden
Elena Vasilyeva, Moscow State University of Civil Engineering, Russia
Luiza Piersiala, Czestochowa University of Technology, Poland
Maria Ciurea, University of Petrosani, Romania
Patrycja Zwiech, University of Szczecin, Poland
Ana Rep, University of Zagreb, Faculty of Economics and Business, Croatia
Maria Isabel Barreiro Ribeiro, Instituto Politécnico de Bragança, Portugal
Zikri Muhammad, Universiti Malaysia Terengganu, Malaysia
Petra Kecskés, Széchenyi István University, Hungary
Sebastian Saniuk, University of Zielona Góra, Poland
Daria Velichenkova, Peter the Great St Petersburg Polytechnic University, Russia
Irina Prosvirina, South Ural State University, Russia
Mariusz Urbański, Czestochowa University of Technology, Poland
Renáta Pakšiová, University of Economics in Bratislava, Slovakia
Anna Saniuk, University of Zielona Góra, Poland
Miroslav Malaga, University of West Bohemia, Pilsen, Czech Republic
Alcina Nunes, Instituto Politécnico de Bragança, Portugal
Sandra Grabowska, Silesian University of Technology, Poland
Manique Cooray, Multimedia University, Malaysia
Irina Eremina, The Russian State University of Oil and Gas (NIU) of I.M. Gubkin, Russia
Haider Mohammed Jasim, Al-Muthanna University, Iraq
Josef Dvorak, University of West Bohemia, Czech Republic
Marinela Mircea, The Bucharest University of Economic Studies, Romania
Iryna Kyrlyiuk, Pavlo Tychyna Uman State Pedagogical University, Ukraine
Liviu-Adrian Cotfas, Bucharest University of Economic Studies, Romania
Piotr Kulyk, University of Zielona Góra, Poland
Raisa Kozhukhivska, Uman National University of Horticulture, Ukraine
Petr Řeháček, VSB-Technical University of Ostrava, Czech Republic
Agnieszka Żarczyńska - Dobiesz, Wrocław University of Economics, Poland
Alexander Kuntsman, Saint Petersburg State University, Russia
Anastasiya Peshkova, Ural Federal University, Russia
Miłosz Gac, WSB University in Gdańsk, Poland
Marcin Kuzel, Nicolaus Copernicus University, Poland
Diana – Cristina Pinteá, University of Oradea, Romania
Tatiana Nicolaevna Larina, Orenburg State Agrarian University, Russia
Magdalena Kałol, Maria Curie-Skłodowska University, Poland
Michał Szyszka, WSB University, Poland
Tatjana Vasiljeva, RISEBA University of Applied Sciences, Latvia
Ozgur Dogerlioglu, Boğaziçi University, Turkey
Margarita Urda, Southwestern State University (Kursk), Russia
Tin Horvatinović, The Faculty of Economics & Business Zagreb, Croatia
Gita Radhakrishna, Multimedia University, Malaysia
Svetlana N. Karelskaia, Saint-Petersburg State University, Russia
George Gogoberidze, Murmansk Arctic State University (MASU), Russia
Adrian Moise, Petroleum-Gas University of Ploiesti, Romania
Dalia Susniene, Kaunas University of Technology, Lithuania
Wai Ching Poon, Monash University Malaysia, Malaysia
Wojciech Zalewski, Nicolaus Copernicus University, Poland
Elena Davydenko, Saint Petersburg State University, Russia
Aleksandra Zygmunt, Opole University of Technology, Poland
Juan José Morillas Guerrero, Universidad Politécnica de Madrid, Spain
Andreea Florina Fora, University of Oradea, Romania
Maksym Slatvinskyi, Pavlo Tychyna Uman State Pedagogical University, Ukraine

Letycja Sołoducho-Pelc, Wrocław University of Economics and Business, Poland
Anna Łupicka, Poznań University of Economics and Business, Poland
Tatiana Arkadijevna Karandaeva, Mari State University, Russia
František Milichovský, Faculty of Business and Management, Brno University of Technology, Czech Republic
Aslina Baharum, Universiti Malaysia Sabah, Malaysia
Jelena Franjković, J.J. Strossmayer University of Osijek, Croatia
Arkadiusz Kowalski, Wrocław University of Science and Technology, Poland
Ilona Bondos, Maria Curie-Skłodowska University, Poland
Niki Derlukiewicz, Wrocław University of Economics and Business, Poland
Paul Ciprian Patic, Valahia University of Targoviste, Romania
Elena Rozhdestvenskaia, Tomsk State University, Russia
Hezlina Mohd Hashim, Universiti Teknologi Petronas, Malaysia
Liudmyła Ilich, Borys Grinchenko Kyiv University, Ukraine
Otilia Maria Bordeianu, Stefan cel Mare University of Suceava, Romania
Ruslan Skrynkovskyy, Lviv University of Business and Law, Ukraine
Elizaveta Gromova, Peter the Great St. Petersburg Polytechnic University, Russia
Dragan Benazić, Juraj Dobrila University of Pula, Faculty of Economics and Tourism "Dr. Mijo Mirković", Croatia
Sanda Rašić Jelavić, University of Zagreb, Croatia
Blaženka Knežević, University of Zagreb, Croatia
Kamil Wróbel, Poznań University of Technology, Poland
Tiago A. Trancoso, IPVC, Portugal
Paulina Golinska-Dawson, Poznań University of Technology, Poland
Olga Zaborovskaya, State Institute of Economics, Finance, Law and Technology, Russia
Tomáš Sadílek, Prague University of Economics and Business, Czechia
Brygida Klemens, Opole University of Technology, Poland
Agnieszka Komor, University of Life Sciences in Lublin, Poland
Yuen Yee Yen, Multimedia University, Malaysia
Takács Ildikó-Csilla, Bucharest University of Economic Studies, Romania
Adriana Reveiu, Bucharest University of Economic Studies, Romania
Michał Bernard Pietrzak, Nicolaus Copernicus University in Toruń, Poland
Alexander Evgenevich Trubin, Oryol State University named after I.S. Turgenev, Russia
Stefania Cristina Mirica, "Dunarea de Jos" University of Galati, Romania
Jolanta Baran, Silesian University of Technology, Poland
Małgorzata Kutera, Jagiellonian University, Poland
Gregorio Enrique Puello-Socarrás, Corporación Universitaria Minuto de Dios, Colombia
Marie Černá, University of West Bohemia, Czech Republic
Ricardo De La Hoz Lara, Universidad Libre, Colombia
Rozalia Nistor, "Dunarea de Jos" University of Galati, Romania
Ivana Dvorski Lacković, Faculty of Organization and Informatics, University of Zagreb, Croatia
Martin Mičiak, University of Žilina, Slovakia
Adrian Turek Rahoveanu, UASVM Bucharest, Romania
Andra Diaconescu, Politehnica University of Timisoara, Romania
Corina Larisa Bunghez, Bucharest University of Economic Studies, Romania
Susana de Juana-Espinosa, Universidad de Alicante, Spain
Paulina Spânu, Politehnica University of Bucharest, Romania
Obiamaka Nwobu, Covenant University, Nigeria
Miroslaw Matusek, Silesian University of Technology, Poland
Florin Stoica, Lucian Blaga of Sibiu, Romania
Daria Bylieva, Peter the Great St.Petersburg Polytechnic University (SPbPU), Russia
Valentina Mikhailovna Sharapova, Ural State University of Economics, Russia
Ovidiu Blajina, Politehnica University of Bucharest, Romania
Maria-Iuliana Dascalu, POLITEHNICA University of Bucharest, Romania
Svitlana Lukash, Sumy National Agrarian University, Ukraine

Katalin Gál, Partium Christian University, Romania
Irina-Adriana Chiurciu, USAMV Bucharest, Romania
Jolanta Maria Ciak, WSB University in Torun, Poland
Natalia Serohina, Ukrainian State Employment Service Training Institute, Ukraine
Aija Pilvere-Javorska, Latvia University of Life Sciences and Technologies, Latvia
Katarzyna Świerszcz, Military University of Technology in Warsaw, Poland
Ionuț-Claudiu Popa, The Bucharest University of Economic Studies, Romania
Renata Žaba-Nieroda, Crakow University of Economics, Poland
Agnieszka Żołądkiewicz-Kuzioła, Nicolaus Copernicus University in Toruń, Poland
Magdalena M. Stuss, Jagiellonian University, Poland
Anna Gardzińska, University of Szczecin, Poland
Dušan Stojaković, Faculty of Contemporary Arts, Serbia
Dorin Maier, Technical University of Cluj-Napoca, Romania
Ganama@ Amina Moustapha Gueme, Universiti Tun Hussein Onn Malaysia (UTHM), Malaysia
Carmen Sum, The Hong Kong Polytechnic University (CPCE), Hong Kong
Liudmila Oveshnikova, PLEKHANOV Russian University of Economics, Russia
Mihaela Maftai, The Bucharest University of Economic Studies, Romania
Iveta Linina, Turiba University, Latvia
Rhita Sabri, Université Ibn Tofail, Morocco
Tomasz Szopiński, University of Economics and Human Sciences in Warsaw, Poland
Ewa Puzio, University of Szczecin, Poland
Tatiana Zemlinskaia, SPbPolyTechU, Russia
Piotr Wittbrodt, Opole University of Technology, Poland
Vlatka Skokic, University of Split, Croatia
Sorin Burlacu, Bucharest University of Economic Studies, Romania
Leszek Kazmierczak-Piwko, Univeristy of Zielona Góra, Poland
Waldemar Woźniak, University of Zielona Góra, Poland
Ionut Laurentiu Petre, Bucharest University of Economic Studies, Romania
Marina Evgenievna Grebneva, Kursk State University, Russia
Mirona Ana Maria Popescu, POLITEHNICA University of Bucharest, Romania
Bogdan Tiganoaia, Politehnica University of Bucharest, Romania
Liudmyla Kliuchko, V. N. Karazin Kharkiv National University, Ukraine
Jan Strohmandl, Tomas Baťa University in Zlín, Czech Republic
Tarcza Teodora Mihaela, University of Oradea, Romania
Ivan Strugar, University of Zagreb, Croatia
Rawlings Jerry Mazuba Kalubi, Peter the Great, St. Petersburg Polytechnic University, Russia
Larisa Gennadievna Gordeeva, Chuvash State Agrarian University, Russia
Nataliya Samoylenko, Sevastopol State University, Russia
Bożena Gajdzik, Silesian University of Technology, Poland
Justyna Brzezińska, University of Economics in Katowice, Poland
Fran Galetic, University of Zagreb, Croatia
Lyudmila Mikhailovna Kuznetsova, University: High School Graduated, Orel State University of Economics and Trade, Russia
Marta Kadłubek, Czestochowa University of Technology, Poland
Tomasz Olejniczak, Poznań University of Economics and Business, Poland
Maria Claudia Diaconeasa, The Bucharest University of Economic Studies, Romania
Ivana Bilic, University of Split, Faculty of Economics, Business and Tourism, Croatia
Cezar Scarlet, "Politehnica" University of Bucharest, Romania
Iván Quintanilla Areyuna, University of Atacama, Chile
Larisa Ivascu, Politehnica University of Timisoara, Romania
Katarína Valášková, University of Zilina, Slovakia
Tatyana Golovina, Central Russian Institute of Management, Branch of RANEPa, Russia
Katarina Žager, University of Zagreb, Faculty of Economics and Business, Croatia
Nikola Drašković, RIT Croatia, Croatia
Razana Juhaida Johari, Universiti Teknologi MARA, Malaysia

Anna Dolinskaia, South Ural State University, Russia
Ravil Akhmadeev, Plekhanov Russian University of Economics, Russia
Malgorzata Rataj, University of Information Technology and Management in Rzeszow, Poland
Mihail Paduraru, Bucharest University of Economic Studies, Romania
Akram El-Tannir, Beirut Arab University, Lebanon
Sebastian Kot, Czestochowa University of Technology, Poland
Aurelia-Mihaela Voican, University POLITEHNICA of Bucharest, Romania
Ricardo Fontes Correia, Instituto Politécnico de Bragança, Portugal
Maria-Daniela Tudorache, Bucharest University of Economic Studies, Romania
Nicoleta Dospinescu, Alexandru Ioan Cuza University, Romania
Ana Novak, Faculty of Economics and Business, University of Zagreb, Croatia
Wojciech Bożek, University of Stettin, Poland
Adelaida Cristina Honțuș, University of Agronomic Sciences and Veterinary Medicine of Bucharest – Romania
Faculty of Management, Economic Engineering in Agriculture and Rural Development, Romania
Tomislav Herceg, University of Zagreb, FEB Zagreb, Croatia
Krzysztof Wąsowicz, Cracow University of Economics, Poland
Klaudia Smoła, Czestochowa University of Technology, Poland
Rafał Klóska, University of Szczecin, Poland
Mariana Burcea, University of Agronomic Sciences and Veterinary Medicine of Bucharest, Romania
Mihai Țichindelean, Lucian Blaga University of Sibiu, Romania
Anna Ludwiczak, CALISIA-University, Kalisz, Poland
Ovidiu-Iulian Bunea, Bucharest University of Economic Studies, Romania
Anna Gagat-Matuła, Pedagogical University of Crakow, Poland
Andreea Elena Matic, "Dunărea de Jos" University of Galati, Romania
Gheorghe Durac, Alexandru Ioan Cuza University, Romania
Boris Mucha, Comenius University in Bratislava, Faculty of management, Slovakia
Elena Simona Apostol, Politehnica University of Bucharest, Romania
Krzysztof Dmytrów, University of Szczecin, Poland
Olaleye Sunday Adewale, University of Oulu, Finland
Justyna Hachoł, Wroclaw University of Environmental and Life Sciences, Poland
Aliasuddin, Universitas Syiah Kuala, Indonesia
Oana Vlăduț, Politehnica University of Bucharest, Romania
Ljubica Milanović Glavan, Faculty of Economics and Business, University of Zagreb, Croatia
Miriam Jankalová, University of Žilina, Slovakia
Dana Corina Deselnicu, University Politehnica of Bucharest, Romania
Hafedh Ferchichi, Higher Institute of Technological Studies of Jendouba, Tunisia
Gabriela Bucur, Petroleum-Gas University of Ploiesti, Romania
Elisa Alén, University of Vigo, Spain
Iraida Ivanova, Mari State University, Russia
Agnieszka Knap-Stefaniuk, Jesuit University Ignatianum in Krakow, Poland
Paweł Kobis, Czestochowa University of Technology, Poland
Natalia Gennadijevna Fersman, St.Petersburg Peter the Great Polytechnic University, Russia
Ana Aleksić, University of Zagreb, Faculty of Economics and Business, Zagreb, Croatia
Wasim Abbas, Harbin Institute of Technology, China
Elżbieta Szulc, Nicolaus Copernicus University in Toruń, Poland
Paulo Jorge Pinheiro Gonçalves, Polytechnic of Porto, ISCAP, Portugal
Gary I. Lilienthal, Tashkent State University of Law, Uzbekistan
Sanja Pfeifer, University of J.J. Strossmayer in Osijek, Faculty of Economics, Croatia
Lyudmila I. Mironova, Ural Federal University after named the First President of Russia B.N. Yeltzin, Russia
Fakher Jaoua, Faculty of Economics and Management of Sfax- Sfax University, Tunisia
Hrvoje Percevic, University of Zagreb, Faculty of Economics and Business, Croatia
Tijani Amara, University of Gafsa, Tunisia
Ruta Adamoniene, Mykolas Romeris University, Lithuania
Catalin Popescu, Petroleum-Gas University from Ploiesti, Romania

Ayoub Nefzi, Jeddah University, KSA
Paweł Brzustewicz, Nicolaus Copernicus University, Poland
Jakub Baranowski, University of Szczecin, Poland
Marta Młokosiewicz, University of Szczecin, Poland
Mihai Caramihai, POLITEHNICA University of Bucharest, Romania
Olga Pyataeva, Russian State Academy of Intellectual Property, Russia
Jana Majerova, University of Zilina, Slovakia
Mihaela Diana Oancea-Negescu, Bucharest University of Economic Studies, Romania
Ayobami Jolaade, Graduate, Covenant University, Nigeria
Anna Kobiałka, University of Life Sciences in Lublin, Poland
Corina Marinescu, Bucharest University of Economic Studies, Romania
Katarína Krpáľková Krelová, Prague University of Economics and Business, Czech Republic
Agung Nugroho, Universitas Indonesia, Indonesia
Aneta Sokół, Univeristy of Szczecin, Poland
Svetlana Apenko, Dostoevsky Omsk State University, Russia
Jarosław Kozuba, Silesian University of Technology, Poland
Ioana Andreea Bogoslov, Lucian Blaga University of Sibiu, Romania
Gheorghe Militaru, POLITEHNICA University of Bucharest, Romania
Ivonne Maria Gil Osorio, Universidad Libre Seccional Barranquilla, Colombia
Laurentiu-Stelian Mihai, University of Craiova, Romania
Dorota Kurek, War Studies University, Poland
Maria Klevtsova, Southwest State University, Russia
Sanja Franc, Faculty of Economics and Business, University of Zagreb, Croatia
Tomislava Pavic Kramaric, University of Split, University Department of Forensic Sciences, Croatia
Mariola Piłatowska, Nicolaus Copernicus University in Toruń, Poland
Anna Rybak, Czestochowa University of Technology, Poland
Mircea Georgescu, "Al. I. Cuza" University of Iasi, Romania
Sergei Smirnov, St-Petersburg State University, Russia
Sylvia Pangszy-Kania, University of Gdańsk, Poland
Agnieszka Budzewicz-Guźlecka, University of Szczecin, Poland
Barbara Wasilewska, Opole University of Technology, Poland
Michał Goliński, Warsaw School of Economics, Poland
Dumiter Florin Cornel, "Vasile Goldiș" Western University of Arad, Romania
Elena Arkadievna Borkova, Saint Petersburg University of Economics, Russia
Tomasz Grodzicki, Nicolaus Copernicus University in Toruń, Poland
Łucja Waligóra, University of Economics in Katowice, Poland
Ana Pap, University of Josip Juraj Strossmayer in Osijek, Croatia
Marta Sidorkiewicz, University of Szczecin, Poland
Katarzyna Łukasik, Czestochowa University of Technology, Poland
Eva Malichova, University of Zilina, Slovakia
Dorota Krupa, Nicolaus Copernicus University in Toruń, Poland
Damir Kalpić, University of Zagreb, Croatia
Małgorzata Brojak-Trzaskowska, University of Szczecin, Poland
Anetta Barska, University of Zielona Góra, Poland
Edyta Kulej-Dudek, Czestochowa University of Technology, Poland
Antea Barišić, University of Zagreb, Faculty of Economics and Business, Croatia
Aleksandra Sus, Department of Management, General Tadeusz Kościuszko Military University of Land Forces, Poland
Pavle Jakovac, University of Rijeka, Faculty of Economics and Business, Rijeka, Croatia
Doina I. Popescu, Bucharest University of Economic Studies, Romania
Ewa Różańska, Poznań University of Economics and Business, Poland
Mercy Adeola Agumadu, Chrisland University, Nigeria
Adriana Alexandru, National Institute for Research and Development in Informatics, ICI Bucharest, Romania
Irina Georgescu, Bucharest University of Economics, Romania
Monika Wyrzykowska-Antkiewicz, WSB University in Torun, Poland

Guru Dhillon, Multimedia University, Malaysia
Diana Rokita-Poskart, Opole University of Technology, Poland
Rafał Kozłowski, University of Economics in Katowice, Poland
Małgorzata Smolarek, Humanitas University, Poland
Anna Zielińska-Chmielewska, Poznań University of Economics and Business, Poland
Dariusz Masłowski, Opole University of Technology, Poland
Richard Fedorko, University of Presov, Slovakia
Yvonne Lean-Ee Lee, Multimedia University, Malaysia
Ana Elena Maioru, National School of Political and Administrative Studies SNSPA, Romania
Michal Patak, University of Pardubice, Czech Republic
Marilena Ianculescu, National Institute for R&D in Informatics, ICI Bucharest, Romania
Abir Zouari, University of Sfax, Tunisia
Ewa Bień, Czestochowa University of Technology, Poland
Agnieszka Malkowska, University of Szczecin, Poland
Danuta Mierzwa, General Tadeusz Kościuszko Military University of Land Forces, Wrocław, Faculty of Management, Poland
Grzegorz Popek, Wrocław University of Science and Technology, Poland
Pedro Maia Malta, Nova IMS, Portugal
Marek Gałązka, Adam Mickiewicz University in Poznań, Poland
Joanna Muszyńska, Nicolaus Copernicus University in Toruń, Poland
Artur Arciuch, Military University of Technology, Poland
Joanna Wyrobek, Cracow University of Economic, Poland
Otilia Manta, Romanian Academy, Romania
Ilham El Haraoui, Ibn Tofail University, Morocco
Ekaterina Uskova, Ural Federal University, Russia
Tetiana Korniienko, Pavlo Tychyna Uman State Pedagogical University, Ukraine
Liana-Eugenia Mester, University of Oradea, Romania
Marius Daraban, independent researcher, Romania
Joanna Moczyłowska, Białystok Technical University, Poland
Emilia Herman, "George Emil Palade" University of Medicine, Pharmacy, Sciences and Technology of Tirgu-Mures, Romania
Kateryna Sehida, V.N.Karazin Kharkiv National University, Ukraine
Joanna Krasodomska, Cracow University of Economics, Poland
Anatolii Berzhanir, Pavlo Tychuna Uman State Pedagogical University, Ukraine
Victor Dostov, SPBU, Russia
Iuliana Petronela Gârdan, Spiru Haret University, Romania
Justyna Śpiewak, UTP University of Science and Technology in Bydgoszcz, Poland
Ionel-Bujorel Păvăloiu, POLITEHNICA University of Bucharest, Romania
Marta Starostka-Patyk, Czestochowa Univ. of Technology, Poland
Mariusz Czupich, Nicolaus Copernicus University in Toruń, Poland
Georgiana-Raluca Lădaru, The Bucharest University of Economic Studies, Romania
Eugenia Czernyszewicz, University of Live Sciences in Lublin, Poland
Anna Hamranová, University of Economics in Bratislava, Slovakia
Wojciech Lorkiewicz, Wrocław University of Science and Technology, Poland
Alina Kankovskaya, Peter the Great St. Petersburg Polytechnic University, Russia
Edyta Kardas, Czestochowa University of Technology, Poland
Izabela Jonek-Kowalska, Silesian University of Technology, Poland
Magdalena Gębczyńska, Silesian University of Technology, Poland
Dariusz Dudek, Czestochowa University of Technology, Poland
Boris Miethlich, Comenius University in Bratislava, Faculty of Management, Slovakia
Cătălina Radu, Bucharest University of Economic Studies, Romania
Beata Meyer, University of Szczecin, Poland
Łukasz Matuszak, Poznań University of Economics and Business, Poland
Wojciech Lewicki, West Pomeranian University of Technology in Szczecin, Poland
Beata Malik-Kozłowska, University of Economics in Katowice, Poland

Dan Dumitriu, Politehnica University of Bucharest, Romania
Nor Bahiyah Omar, Universiti Teknologi Mara , Malaysia
Abdoulrahman Aljounaidi, Al-Madinah International University, Malaysia
Kalaiselvel Rethinam, AIMST University, Malaysia
Ludmila Mitkova, Comenius University in Bratislava, Faculty of Management, Slovakia
Stanciu Vasile Miltiade, Spiru Haret University, Romania
Vladimirs Šatrevičs, Riga Technical University, Latvia
Rohit Kanda, Guru Nanak Dev University Amritsar, India
Barbara Pabian, University of Economics in Katowice, Poland
Aleksander Pabian, Czestochowa University of Technology, Poland
Irina Voronova, Riga Technical University, Latvia
Maria Fekete-Farkas, Hungarian University of Agriculture and Life Sciences, Hungary
Arkadiusz Józwiak, Military University of Technology, Poland
Agnieszka Kurdyś-Kujawska, Koszalin University of Technology, Poland
Ecaterina Daniela Zeca, "Dunarea de Jos" University of Galati, Romania
Wiktoria Czernecka, Poznan University of Technology, Poland
Diana Bratić, University of Zagreb, Croatia
Martin Boroš, University of Zilina, Slovakia
Katarzyna Cheba, West Pomeranian University of Technology, Szczecin, Poland
Elena Viktorovna Sibirskaya, Plekhanov Russian University of Economics, Russia
Mihaela Rodica Ganciu, Polytechnic University of Bucharest, Romania
Jana Kajanová, Comenius University in Bratislava, Slovakia
Anna Korombel, Czestochowa University of Technology (CUT), Poland
Ewa Ślęzak, Cracow University of Economics, Poland
Joanna Lisok, Silesian University of Technology in Gliwice, Poland
Magdalena Raczyńska, Univeristy of Warmia and Mazury in Olsztyn, Poland
Dorota Balcerzyk, Military University of Land Forces in Wrocław, Poland
Anna Siemionek, University of Gdańsk, Poland
Bogusława Bek-Gaik, AGH University of Science and Technology, Poland
Agnieszka Piasecka-Robak, University of Lower Silesia/Dolnośląska Szkoła Wyższa, Poland
Cristian Bucur, Petroleum-Gas University of Ploiești, Romania
Anca Gabriela Ilie, Bucharest University of Economic Studies , Faculty of International Business and Economics, Romania
Aurelia Vasilica Balan, University of Agricultural Sciences and Veterinary Medicine in Bucharest, Romania
Mateja Brozović, University of Zagreb, Faculty of Economics and Business, Croatia
Tomasz Ewertowski, Poznan University of Technology, Poland
Tadeusz A. Grzeszczyk, Warsaw University of Technology, Poland
Alla Polyanska, Ivano-Frankivsk National Technical University of Oil and Gas, Ukraine
Agnieszka Dobrowolska, Institute of Meteorology and Water Management – National Research Institute, IT Department, Poland
Rosita Zvirgzdina, Turiba University, Latvia
Roman Domański, Poznan University of Technology, Poland
Lucie Severová, CULS in Prague, Czechia
Galina Podbiralina, Plekhanov Russian University of Economic, Russia
Patricia Isabela Brăileanu, University Politehnica of Bucharest, Romania
Simona Frone, Institute of National Economy, Romania
Anca-Cristina Stanciu, "Ovidius" University of Constanta, Romania
Alexandra Toader, Universitatea de Stiinte Agronomice si Medicina Veterinara din Bucuresti, Romania
Grażyna Rosa, University of Szczecin, Poland
Robert Ulewicz, Czestochowa University of Technology, Poland
Agnieszka Sawinska, University of Szczecin, Poland
Liubov Afanasyeva, Southwest State University, Russia
Josef Botlík, Silesian University in Opava, School of Business Administration in Karvina, Czechia
Agnieszka Strzelecka, Koszalin University of Technology, Poland
Dominika Wróblewska, University of Szczecin, Poland

Krzysztof Krukowski, University of Warmia and Mazury in Olsztyn, Poland
Bogdan Felician Abaza, POLITEHNICA University of Bucharest, Romania
Mioara Duca, POLITEHNICA University of Bucharest, Romania
Lucia Morosan-Danila, "Stefan Cel Mare" University of Suceava, Romania
Iwona Wasielewska-Marszałkowska, Nicolaus Copernicus University in Torun, Faculty of Economic Sciences and Management, Poland
Nataliia Gvozdej, Pavlo Tychyna Uman State Pedagogical University, Ukraine
Marcin Fliieger, General Tadeusz Kościuszko Military University of Land Forces, Poland
Fanny Martdianty, Universitas Indonesia, Indonesia
Irena Pandza Bajs, University of Zagreb, Croatia
Joanna Drobiazgiewicz, University of Szczecin, Poland
Valerii Pavliuk, Co-founder of the NGO "Association of Social Innovations and Scientific Communications", Ukraine
Camelia Slave, University of Agronomic Sciences and Veterinary Medicine of Bucharest, Romania
Daria Bieńkowska, Pomeranian Academy of Słupsk, Poland
Mária Kmety Barteková, University of Economics in Bratislava, Slovakia
Anna Karczewska, Częstochowa University of Technology, Poland
Mariusz Tomczyk, War Studies University, Poland
Andrzej Jacuch, Military University of Technology, Poland
Irina V. Kokushkina, Saint-Petersburg State University, Russia
Luis Nobre Pereira, University of Algarve, Portugal
Sebastian Białoskurski, University of Life Sciences in Lublin, Poland
Camelia Catalina Mihalciuc, Stefan Cel Mare Suceava, Romania
Andrés Edgardo Pardo Labrín, Pontificia Universidad Católica de Chile, Chile
Adeoye Funmilade Loveth, Covenant University, Nigeria
Claudiu Cicea, Bucharest University of Economic Studies, Romania
Pedro Antonio Martín-Cervantes, University of Almería, Spain
Sónia Monteiro, Polytechnic Institute of Cávado and Ave, Research Center on Accounting and Taxation, Portugal
Oksana Vinnytska, Pavlo Tychyna Uman State Pedagogical University, Ukraine
Dajana Barbić, Faculty of Economics & Business Zagreb, Croatia
Andreea Stroe, Nicolae Titulescu University of Bucharest, Romania
Lorena Batagan, Bucharest University of Economics, Romania
Lasse Berntzen, University of South-Eastern Norway, Norway
Ludvík Eger, University of West Bohemia, Czech Republic
Diana Panait-Ioncica, BUES, Romania
Anna Stasiuk-Piekarska, Poznan University of Technology, Poland
Carmen Nadia Ciociu, Bucharest University of Economic Studies, Romania
Simona Cătălina Ștefan, The Bucharest University of Economic Studies, Romania
Cristiana Tudor, Bucharest University of Economic Studies, Romania
Isabel Ferreira, Polytechnic Institute of Cávado and Ave, Portugal
Malgorzata Pankowska, University of Economics, Poland
José Alberto Lencastre, University of Minho, Portugal
Maciej Dębski, University of Social Sciences, Poland
Jana Mitříková, University of Prešov, Slovakia
Dariusz Pierzchała, Military University of Technology, Poland
Violeta Sima, Petroleum-Gas University of Ploiesti, Romania
Ionela-Valeria Popescu, The Bucharest University of Economic Studies, Romania
Alena Buchalcevova, Prague University of Economics, Czech Republic
Adela Sorinela Safta, Bucharest University of Economic Studies, Doctoral Economic School, Romania
Valentin Antohi, "Dunarea de Jos" University of Galati, Romania
Asya Efimovna Arutyunova, Kuban State Technological University, Russia
Iwona Zdonek, Silesian University of Technology, Poland
Aneta Jarosz-Angowska, University of Life Sciences in Lublin, Poland
Annelie Moukaddem Baalbaki, Lebanese American University, Lebanon

Dariusz Zdonek, Silesian University of Technology, Poland
Ekaterina Kudryashova, The Institute of Legislation and Comparative Law, Russia
Adam Pawliczek, Moravian Business College Olomouc, Czech Republic
Branka Tuškan Sjauš, University of Zagreb - Faculty of Economics and Business, Croatia
Paweł Bartoszczuk, Warsaw School of Economics, Poland
Nina Rizun, Gdansk University of Technology, Poland
Tomasz L. Nawrocki, Silesian University of Technology, Poland
Luis Amaral, Universidade do Minho, Portugal
Dorota Klimecka-Tatar, Czestochowa University of Technology, Poland
Stefan Catana, University of Bucharest, Romania
Zarehan Binti Selamat, Multimedia University, Malaysia
Karol Kowalewski, The University of Finance and Management in Bialystok, Poland
Maria Isadora Lazar, Bucharest University of Economic Studies, Romania
Patrycja Kokot-Stępień, Czestochowa University of Technology, Poland
Bogna Konodyba-Rorat, Czestochowa University of Technology, Poland
Madalina Ecaterina Popescu, The Bucharest University of Economic Studies, Romania
Ryńca Radosław, Wrocław University of Science and Technology, Poland
Ewa Matuska, Pomeranian University, Poland
Olesia Demianyshyna, Pavlo Tychyna Uman State Pedagogical University, Ukraine
Anna Rutkowska-Ziarko, University of Warmia and Mazury in Olsztyn, Poland
Gheorghită Vlad, Politehnica University of Bucharest, Romania
Mariam Cherqaoui, Université Ibn Tofail, Morocco
Tomas Broum, The University of West Bohemia, Czech Republic
Zbigniew Tarapata, Military University of Technology in Warsaw, Faculty of Cybernetics, Poland
Tomasz Gutowski, Military University of Technology, Poland
Anna Borucka, Military University of Technology, Poland
Damian Ostrowski, WSB University in Wrocław, Poland
Mihai Dinu, Bucharest University of Economic Studies, Romania
Constanta-Nicoleta Bodea, The Bucharest University of Economic Studies, Romania
Paulina Kubera, Poznan University of Technology, Poland
Adrian Deaconu, Transilvania University of Braşov, Romania
Ewa Jochheim, Czestochowa University of Technology, Faculty of Management, Poland
Maja Pušnik, University of Maribor, Slovenia
Ulzhan Berikbolova, Korkyt Ata Kyzylorda University, Kazakhstan
Katarzyna Grondys, Czestochowa University of Technology, Poland
Chiraz Ben Salem Ben Gaied, Lab. ISEFE - University of Tunis el Manar, Tunisia
Jorge Luís Casas Novas, University of Évora, Portugal
Mădălin-Dorin Pop, Politehnica University of Timișoara, Romania
Paula Bajdor, Czestochowa University of Technology, Poland
Lavinia Popescu, Bucharest University of Economic Studies, Doctoral for Economic School, Romania
Bohdan Pac, WSB University Gdansk, Poland
Irina Severin, University Politehnica of Bucharest, Romania
Ionela-Roxana Glăvan, Bucharest University of Economic Studies, Romania
Andreea – Emanuela Drăgoi, Institute for World Economy, Romanian Academy, Bucharest, Romania
Marzena Kramarz, Silesian University of Technology, Poland
Mohammad Ayub Khan, University of Monterrey (UDEM), Mexico
Leticia del Pilar Campos Olivares, Universidad de Atacama, Chile
Victor Dan Pacurar, Transilvania University of Brasov, Romania
Milena Ilić, University Business Academy in Novi Sad, Serbia
Olga Rudakova, Orel State Institute of Culture, Russia
Iulian Furdu, Vasile Alecsandri of Bacau, Romania
Mikhail Polevshchikov, Mari State University, Russia
Jaya Ganesan, Multimedia University, Malaysia
Bożena Szczucka-Lasota, Silesian University of Technology, Poland
Erni Tanius, University Selangor, Malaysia

Jaroslava Gburová, University of Prešov, Faculty of Management, Slovakia
Ioana Andreea Ciolomic, Babes-Bolyai University, Romania
Daniel Moise, Bucharest University of Economic Studies, Romania
Laura Florentina Stoica, Lucian Blaga University of Sibiu, Romania
Kazimierz Nagody-Mrozowicz, University Land of Forces in Wrocław, Poland
Agnieszka Izabela Baruk, Lodz University of Technology, Poland
Adrian Nicolae Branga, Lucian Blaga University of Sibiu, Romania
Jolana Fedorková, University of Defence, Czech Republic
Jerzy Stanik, Military University of Technology, Poland
Izabela Račka, Calisia University – Kalisz, Poland
Victoria Viaznikova, Mari State University, Russia
Jana Hinke, Czech University of Life Sciences Prague, Faculty of Economics and Management, Czech Republic
Aneta Włodarczyk, Czestochowa University of Technology, Poland
Egor Golovanov, SUSU, Russia
Adam Kolinski, Poznan School of Logistics, Poland
Alicja Sekuła, Gdansk University of Technology, Poland
Vítor José Domingues Mendonça, Polytechnic Institute of Bragança, Portugal
Ivana Bulog, University of Split, Faculty of Economics, Business and Tourism, Croatia
Aneta Zakrzewska, University of Life Sciences in Lublin, Poland
Silvius Stanciu, "Dunarea de Jos" University of Galati, Romania
Ebenezer O. Oladimeji, Covenant University, Nigeria
Małgorzata Kuraś, Czestochowa University of Technology, Poland
Iwona Pawlas, University of Economics in Katowice, Poland
Yacoute Zenjali, Cady Ayyad University, Morocco
Zuzana Kirchmayer, Comenius University in Bratislava, Slovakia
Fadoua Laghzaoui, Abdelmalek Essaâdi University, Morocco
Claudiu Albulescu, Politehnica University of Timisoara, Romania
Adrianna Toboła, Poznan School of Logistics, Poland
Lidija Dedi, University of Zagreb, Faculty of Economics & Business, Croatia
Rocsana Bucea-Manea Țoniș, Spiru Haret University, Romania
Dariusz Nowak, Poznan University of Economics and Business, Poland
Maciej Czaplewski, University of Szczecin, Poland
Delia Deliu, West University of Timișoara, Faculty of Economics & Business Administration, Romania
Raphael Murswieck, HEYDELBERGER Institute, Germany
Katarzyna Mazur-Włodarczyk, Opole University of Technology, Faculty of Economics and Management, Poland
Oluwaseun Johnson Awosejo, Tshwane University of Technology, South Africa
Tey Lian Seng, University of Malaya, Malaysia
Stepan Kavan, Faculty of Health and Social Sciences, University of South Bohemia in České Budějovice, Czech Republic
Dana Hrušovská, University of Economics in Bratislava, Slovakia
Katarzyna Czainska, General Tadeusz Kościuszko Military University of Land Forces, Poland
Jessica Ong Hai Liaw, National Defence University of Malaysia, Malaysia
Gratiela Dana Boca, Technical University of Cluj Napoca, Romania
Alexandru Tudor George, POLITEHNICA University of Bucharest, Romania
Hasan Saleh, Universiti Teknikal Malaysia Melaka, Malaysia
Cristina Popescu, Petroleum-Gas University of Ploiesti, Romania
Anna Drab-Kurowska, University of Szczecin, Poland
Cristina Raluca Gh. Popescu, (1.) University of Bucharest, (2.) The Bucharest University of Economic Studies, Romania
Jacek Woźniak, Military University of Technology in Warsaw, Poland
Teodora Elena Fogoroș, The Bucharest University of Economic Studies, Romania
Rene Leveaux, University of Technology Sydney, Australia
Julia Lysenko, South Ural State Humanitarian Pedagogical University, Russia

Nicoleta Sîrghi, West University of Timișoara, Romania
Marian Stoica, Bucharest University of Economic Studies, Romania
Bogdan Ghilic-Micu, Bucharest University of Economic Studies, Romania
Piotr Wałag, University of Agriculture in Krakow, Poland
Iwona Krzyżewska, WSB University, Poland
Łukasz Brzeziński, Poznan School of Logistics, Poland
Agata Mesjasz-Lech, Czestochowa University of Technology, Poland
Simona Činčalová, College of Polytechnics Jihlava, Czech Republic
Natalya V. Alesina, Sevastopol State University, Russia
Katarzyna Samek-Preś, Nicolaus Copernicus University in Torun, Faculty of Economic Sciences and Management, Poland
António Eduardo Martins, Universidade Aberta, Portugal
Małgorzata Wiśniewska, Poznan University of Technology, Poland
Camelia-Daniela Hategan, West University of Timisoara, Romania
Emese Tokarčíková, University of Zilina, Slovakia
Agnieszka Wojcik-Mazur, Czestochowa University of Technology, Poland
Katarzyna Kukowska, Czestochowa University of Technology, Poland
Zuzana Birknerová, University of Prešov, Slovakia
Agnieszka Parkitna, Wroclaw University of Science and Technology, Poland
Dražen Novaković, J. J. Strossmayer University of Osijek, Faculty of Economics, Croatia
Charles van der Vyver, North-West University, South Africa
Sebastian Narojczyk, Poznan University of Economics and Business, Poland
Anna Chechel, Donetsk State University of Management, Ukraine
Agnieszka Szczygielska, War Studies University, Poland
Emilia Krajňáková, University of Alexander Dubček in Trencin, Slovakia
Marcin Berlik, Poznań University of Technology, Poland
Sreenivasan Jayashree, Multimedia University, Malaysia
Liudmyła Chvertko, Pavlo Tychyna Uman State Pedagogical University, Ukraine
Aleksandra Radziszewska, Czestochowa University of Technology, Poland
Andrzej Sobczak, Warsaw School of Economy, Poland
Małgorzata Grzywińska - Rąpca, University of Warmia and Mazury in Olsztyn, Faculty of Economic Sciences, Poland
Nour El Houda Ben Amor, King Saud University, KSA
Faisal Zulhumadi, Universiti Utara Malaysia, Malaysia
Erick Giovanni Flores Chacón, Santiago Antúnez de Mayolo National University, Peru
Katarzyna Sanak-Kosmowska, Cracow University of Economics, Poland
Aderounmu Busayo Olubunmi, Covenant University, Nigeria
Sivan Rajah, SUST, China
Sorina-Geanina Stanescu, Valahia University of Targoviste, Romania
Ghenadie Ciobanu, INCSMPS, Bucharest, ARTIFEX University of Bucharest, Romania
Joanna Dynowska, University of Warmia and Mazury in Olsztyn, Poland
Tatyana Sergeevna Korosteleva, Samara National Research University, Russia
Piotr Kosiuczenko, WAT, Poland
Carmen Sonia Dușe, Lucian Blaga University, Romania
Joanna Kalkowska, Poznan University of Technology, Poland
Tomasz Protasowicki, Military University of Technology, Poland
Paula Pyplacz, Czestochowa University of Technology, Poland
Viktor Šoltés, University of Žilina, Slovakia
Simona Nicolae, POLITEHNICA University of Bucharest, Romania
Oksana Banar, Uman National University of Horticulture, Ukraine
Elena Širá, University of Prešov in Prešov, Slovakia
Ryszard Budzik, Opole University of Technology, Poland
Andreea Mirica, Bucharest University of Economic Studies, Romania
Ivana Načinović Braje, University of Zagreb, Faculty of Economics & Business, Croatia
Justyna Berniak-Woźny, University of Information Technology and Management, Poland

Fábio Longo de Moura, University of Minho, Portugal
Cristina Mohora, Politehnica University of Bucharest, Romania
Tomasz Kijek, Maria Curie-Skłodowska University, Poland
Joanna Grubicka, Pomeranian University Slupsk, Poland
Dana Fatol, Politehnica University Timisoara, Romania
Andrea Lučić, Faculty of Economics and Business Zagreb, Croatia
Olga Nikolaevna Tarasova, Plekhanov Russian University of Economics, Russia
Gabriela Roszyk-Kowalska, Poznań University of Economics and Business, Poland
Cristina Elena Bigioi, Politehnica University of Bucharest, Romania
Katarzyna Szelałowska-Rudzka, Gdynia Maritime University, Poland
Oksana Pirogova, Peter the Great St. Petersburg Polytechnic University, Russia
Elżbieta Robak, Częstochowa University of Technology, Poland
Bernhard F. Seyr, University of Sopron, Hungary
Maciej Hojda, Wrocław University of Science and Technology, Poland
Ruxandra Bejinaru, Stefan cel Mare University of Suceava, Romania
Olga Ivanovna Solodukhina, Southwest State University, Russia
Marko Tomljanović, University of Rijeka, Faculty of Economics and Business, Croatia
Jarosław Górecki, UTP University of Science and Technology, Poland
Martin Holubčík, University of Žilina, Slovakia
Piotr Cyrek, University of Rzeszów, Poland
Barbara Grabinska, Cracow University of Economics, Poland
Andrzej Geise, Nicolaus Copernicus University in Torun, Poland
Vasily Makolov, Russian State University for the Humanities, Russia
Katarzyna Ragin-Skorecka, Poznan University of Technology, Poland
Jarosław Jasinski, Częstochowa University of Technology, Poland
Sylvia Łęgowik-Świącik, Częstochowa University of Technology, Poland
Agata Sudolska, Nicolaus Copernicus University in Toruń, Poland
Katarzyna Liczmańska-Kopcewicz, Nicolaus Copernicus University in Torun, Poland
Anna Stronczek, AGH University of Science and Technology, Poland
Amira Sghari, Université de Sfax, Tunisia
Florea Bogdan, Politehnica University, Romania
Beata Skowron-Mielnik, Poznan University of Economics and Business, Poland
Olga Pilipczuk, University of Szczecin, Poland
Johnson Ifeanyi Okoh, National Open University of Nigeria, Abuja, Nigeria
Basel M. Al-Eideh, Kuwait University, Kuwait
Igor Mayburov, Ural Federal University, Russia
Marcin Komańda, Opole University of Technology, Poland
Tomasz Mazurkiewicz, Military University of Technology, Warsaw, Poland
Joanna Antczak, War Studies University of Warsaw, Poland
Wioletta Wereda, Institute of Organization and Management, Military University of Technology in Warsaw, Poland
Ladislav Mariš, University of Žilina, Slovakia
Andrei-Mirel Florea, "Dunarea de Jos" University of Galati, Romania
Zbigniew Wisniewski, Lodz University of Technology, Poland
Małgorzata Cyganska, University of Warmia and Mazury in Olsztyn, Poland
Lilla Knop, Silesian University of Technology, Poland
Andrey Dorofeev, Irkutsk National Research Technical University, Russia
Mirela Stefanica, Alexandru Ioan Cuza University, Romania
Przemysław Czuba, Military University of Technology, Poland
Ionela Carmen Pirnea, Bucharest University of Economic Studies, Romania
Robert Waszkowski, Military University of Technology, Poland
Lubica Gajanova, University of Zilina, Slovakia
Anna M. Korzeniowska, Maria Curie-Skłodowska University in Lublin, Poland
Liva Grinevica, Latvian Academy of Agricultural and Forestry Sciences, Latvia

Magdaléna Tupá, Alexander Dubček University of Trenčín, Faculty of Social and Economic Relations, Slovakia
Anna Surowiec, University of Science and Technology in Krakow, Poland
Elena V. Lylova, Peoples' Friendship University of Russia (RUDN University), Russia
Svetlana Pupentsova, Peter the Great St. Petersburg Polytechnic University, Russia
Yulia Y. Finogenova, Plekhanov Russian University of Economics, Russia
Zane Driņķe, Turība University, Latvia
Elena-Iuliana Gingu (Boteanu), Politehnica University of Bucharest, Romania
Vladimír Bureš, Uni of Hradec Kralove, Czech Republic
Artur Kisiołek, The Great Poland University of Social and Economics in Środa Wlkp., Poland
Anna Tokarz-Kocik, University of Szczecin, Poland
Svetlana Mihaila, The Academy of Economic Studies of Moldova, Moldova
Teresa Kupczyk, General Tadeusz Kościuszko Military University of Land Forces, Poland
Dmytro Solokha, Kyiv National University of Culture and Arts, Ukraine
Vyacheslav Makedon, Oles Honchar Dnipro National University, Ukraine
Maryna Chorna, Kharkiv State University of Food Technology and Trade, Ukraine
Lidiia Karpenko, Odessa Regional Institute for Public Administration of the National Academy for Public Administration under the President of Ukraine, Ukraine
Raluca Florentina Crețu, Bucharest University of Economic Studies, Romania
Adina Moise-Titei, Ovidius University of Constanta, Romania
Laura Asandului, "Alexandru Ioan Cuza" University, Romania
B. Ake Modupe, Landmark University Omuaran, Kwara State, Nigeria
Agnieszka Puto, Czestochowa University of Technology, Poland
Marta Szaja, University of Szczecin, Poland
Izabela Ostrowska, University of Szczecin, Poland
Johnson Adewale Akomolafe, Ogun State Institute of Technology, Igbesa, Nigeria
Ntebogang Dinah Moroke, North West University, South Africa
Slimane Ed-dafali, ENCG El Jadida, Chouaib Doukkali University, Morocco
Aleks Krasnov, Peter the Great St. Petersburg Polytechnic University, Russia
Karol Król, University of Agriculture in Krakow, Poland
Jakub Donski-Lesiuk, University of Lodz, Poland
Paweł Mickiewicz, West Pomerania University of Technology in Szczecin, Poland
Alexandru Cociorva, Bucharest University of Economic Studies, Romania
Paweł Ślaski, Military University of Technology, Poland
Monica Boldea, West University Timisoara, Romania
Stefan Rozmus, Military University of Technology, Poland
Marzena Fährnich, University of Szczecin, Poland
Chan Shiau Wei, Universiti Tun Hussein Onn Malaysia, Malaysia
Hanna Bortnowska, University of Zielona Góra, Poland
Lidia Mandru, Transilvania University of Braşov, Romania
Mihail Busu, Bucharest University of Economic Studies, Romania
Jarosław Pawłowski, Nicolaus Copernicus University in Toruń, Poland
Adriana Dima, Bucharest University of Economic Studies, Romania
Malgorzata Ofiarska, University of Szczecin, Poland
Natalia Boichuk, University of Opole, Poland
Piotr Maśloch, War Studies University, Poland
Andrew Baybarin, SWSU, Russia
Elena Sinziana Butnaru, The Bucharest University of Economic Studies, Romania
Wojciech Szczepan Staszewski, University of Stettin, Poland
Maria Alina Carataş, Ovidius University of Constanta, Romania
Joanna Wiśniewska, Military University of Technology, Poland
Magdalena Roman, Czestochowa University of Technology, Poland
Anna Michna, Silesian University of Technology, Poland
Piotr Walentynowicz, University od Gdansk, University of Slupsk, Poland
Ewa Marchwicka, Wrocław University of Technology, Poland

Fajri Adrianto, Universitas Andalas, Indonesia
Margareta Ilie, Ovidius University of Constanța, Romania
Mauricio Antonio Bedoya Villa, Universidad de Medellin, Colombia
Imran Ali, Northumbria University, UK
Gabriel Neagu, National Institute for Research and Development in Informatics (I.C.I.), Romania
Marian Ion, Doctoral School, Politehnica University of Timisoara, Romania
Marek Stembalski, Wroclaw University of Science and Technology, Poland
Marieta Olaru, The Bucharest University of Economic Studies, Romania
Wioletta Wróblewska, University of Life Sciences in Lublin, Poland
Volodymyr Streltsov, Pomeranian University, Poland
Adrian Kapczynski, Silesian University of Technology, Poland
Mariusz Chudzicki, Czestochowa University of Technology, Poland
Milena Janáková, Silesian University in Opava, School of Business Administration in Karvina, Czech Republic
Ionuț Nica, Bucharest University of Economic Studies, Romania
Kamila Tomczak-Horyń, Opole University of Technology, Poland
Lukasz Burkiewicz, Jesuit University "Ignatianum" in Cracow, Poland
Li Chen, Chung-Hua University, Taiwan, R.O.C.
Livia Sangeorzan, Transilvania University of Brașov, Romania

Disclaimer: The abstracts and papers included in these Conference Proceedings remain the work of the authors and represent their own research / opinion. IBIMA staff have had only non-editorial intervention.

It is IBIMA policy to make reasonable effort to send complete papers to two members of the program committee for full blind peer review and to send a summary of review back to the author(s)

Copyright © 2021 International Business Information Management Association (IBIMA)
Individual authors retain copyright on their authored papers. Please contact authors directly for reprint permission

E-commerce in Poland Compared to Other EU Countries – Current Situation and Future Actions.....	6410
<i>Malgorzata MISNIAKIEWICZ and Jaroslaw PAWLIK</i>	
Digital Exclusion of Silver Generation – Current State and Possibilities of Counteracting.....	6420
<i>Malgorzata MISNIAKIEWICZ and Monika PIECZONKA</i>	
Entrepreneurial Intentions of Students of Non-economic Faculties as a Sign of their Entrepreneurial Attitudes and the Result of the Course on Entrepreneurship.....	6428
<i>Wioletta KILAR and Tomasz RACHWAL</i>	
Development of Valuation Activity in Bulgaria.....	6435
<i>Ivo KOSTOV and Tsvetelina ATANASOVA</i>	
Business Models of Logistics Operators: A Conceptual Model of Customer Service.....	6445
<i>Joanna DYCZKOWSKA and Jaroslaw POZNAŃSKI</i>	
Evaluation of Customer Service in Integrated Supply Chains of Manufacturing and Trading Companies.....	6455
<i>Joanna DYCZKOWSKA and Jaroslaw POZNAŃSKI</i>	
Research on Supply Chains Within the Power Energy Sector: Salient Points in A Pandemic Situation.....	6464
<i>Eleonora HARSAN</i>	
Factors Affecting the Implementation of BIM in a Design Office as Part of the Industry 4.0 Idea.....	6472
<i>Monika SIEWCZYNSKA and Agnieszka GRZELCZAK</i>	
Waste (MUDA) Elimination by Work and Time Study Technique in Manufacturing Company - Case Study	6482
<i>Agnieszka GRZELCZAK</i>	
Food Market from The Perspective of Food Safety Standards: Case of The Regions of Central Russia.....	6491
<i>KRIVOSHLYKOV Vladimir Sergeevich, PRONSKAYA Olga Nikolaevna, ZHAKHOV Nikolay Vladimirovich and GALCHENKO Svetlana Alekseevna</i>	
The Connections Between the Soft Commodity Futures Market and Food Price Stability.....	6498
<i>Marek SZTURO</i>	
Orchestration of Cloud-Based Services and Infrastructure: An Exploratory Analysis of Jujy, Kubernetes, and Terraform.....	6504
<i>Dilma MORAIS and João P. SOUSA</i>	
Devastating Effect of Covid-19 Pandemic on Polish Hospitality Sector.....	6511
<i>Mariusz CEMBRUCH-NOWAKOWSKI</i>	
Sustainable Development of Enterprises in the Pandemic: Economic Slowdown, Recession and Crises in the World.....	6514
<i>Jerzy WACHOL</i>	
Developing a Digital Marketing Plan: The Case of CubiCasa OY to the United States of America Market...	6522
<i>Adomas ZAIKAUSKAS, Ricardo Fontes CORREIA and Carlos R. CUNHA</i>	
Asymmetric Wealth Effect in the U.S and European Markets: Threshold Cointegration Approach.....	6532
<i>Pedro M. S. COELHO, Luís M. P. GOMES and Patrícia A. G. RAMOS</i>	
Ecologisation Of Agriculture in Conservation Areas Within Poland's New Environmental Architecture.....	6543
<i>Wieslaw MUSIAL and Kamila MUSIAL</i>	

Developing a Digital Marketing Plan: The Case of CubiCasa OY to the United States of America Market

Adomas ZAIKAUSKAS

Bachelor of International Business and Communication – ISM University of Management and Economics, Vilnius, Lithuania, 020053@stud.ism.lt

Ricardo Fontes CORREIA

Instituto Politécnico de Bragança, Campus de Santa Apolónia, 5300-253 Bragança Portugal; CiTUR Guarda - Centro de Investigação, Desenvolvimento e Inovação em Turismo, ricardocorreia@ipb.pt

Carlos R. CUNHA

UNIAG; Instituto Politécnico de Bragança, Campus de Santa Apolónia, 5300-253 Bragança, Portugal, crc@ipb.pt

Abstract

This paper present a deep enterprise analysis for the development of a digital marketing plan for CubiCasa OY to the Unites States of America market, aiming to help bringing new customers, living in the US and interested in creating floor plans, to the company. It was analyzed the current situation of the CubiCasa OY in the US market, collected and analyze data provided by current CubiCasa OY customers and provided a managerial solutions for CubiCasa OY digital marketing plan for the period from 2021.01.01 – 2021.12.31. Qualitative research method was used. Semi-structured surveys were sent by Google forms to eight customers who use floor plan creation tools and operate in the US. Survey questions were created by using the RACE model and 6M marketing communication model. Date collected and analyzed was later used to create a managerial solution for CubiCasa OY digital marketing plan to the US market. Findings showed the main indicators affecting the customer's purchasing process. Additionally, digital channels and advertisement techniques that should be used to gain more floor plan creators in the US market have been suggested. Still this paper focus on the deep analysis undertake comprehensive process for the definition of a full digital marketing plan.

Keywords: Digital Marketing, Case Study, Qualitative Research, Digital Channels

Introduction

CubiCasa is a Finnish Startup, specializing in mobile application solutions for real estate photographers. It serves the real estate photographers' marketplace by taking the provided video footage and giving back a generated floor plan within the application. The headquarters of the company are based in four different locations including Oulu and Helsinki in Finland, California in the United States, and Vietnam as their technical hub. Operations take place all around the globe, however adaptation of marketing decisions to each market is a crucial part for the success of the company. Different markets are prone to have different needs and perceptions of the products and services provided by the companies, therefore this has to be differentiated for every market individually. This is because certain markets view conventional and primarily digital marketing mix, which emphasize the correct service characteristics, as essential criteria for purchases. The focus of this final thesis is on real estate photographers for both, individual and larger companies in the United States of America, with an emphasis on how to target them with the appropriate marketing strategy.

The CubiCasa company was established in 2014, December and, with technological advancement and marketing decisions, has been growing its customer base ever since. In the market of the United States, it is renounced as one of the biggest players in the field for creation of floor plan applications. Competition in this niche market is high since the barriers to enter the market are virtually non-existent and new competition could rise up any day with a new technology which could be superior to the existing one and attract a bigger audience to the platform. Attracting new and keeping existing customers is extremely important seen as the customer basis is one of the crucial aspects for the success of this particular service.

CubiCasa's application is most widely used in the United States and Finland, among several other European countries which are a small margin of the whole operation in total.

The United States is the biggest market for floor plan creation and it has the highest customer number for the company at this moment. Increasing the number of real estate photographers and companies working in this sphere would potentially have a positive impact on the whole real estate market, since floor plans are one of the key features, which help market the

Cite this Article as: Adomas ZAIKAUSKAS, Ricardo Fontes CORREIA and Carlos R. CUNHA “Developing a Digital Marketing Plan: The Case of Cubicasa OY to the United States of America Market” Proceedings of the 37th International Business Information Management Association (IBIMA), 30-31 May 2021, Cordoba, Spain, ISBN: 978-0-9998551-6-4, ISSN: 2767-9640

property. The company would also benefit from this seen as this could lead to the increase of customers, improved market size and market share of the company. Hence, increasing the number of real estate photographers and companies operating in United States should be an ambition of the CubiCasa.

Before any strategical decision could take place, examination of internal and external factors is crucial for success in the market. It is vital to understand what impacts you from both, inside and outside of an organization. Evaluating the details of a particular situation allows companies to see whether certain strategy or decision will work. Most real estate photographers use conventional tools such as DSLR cameras to capture the spaces and special equipment cameras to capture the floor plans which would later be transferred to digital tools to complete the process. Seen as CubiCasa is a fully digital company with only digital presence in the market, it can target the real estate photographers with the promotion of digital approaches which would not require as much effort from the photographers as the currently used methods. Country targeting with a detailed focus on certain demographics and interests and behaviors of the people could be beneficial for the organization, since adaptation could target the ones who are the most interested in the services that the CubiCasa provides. During the process, more real estate photographers and floor plan makers in the United States could be attracted to choose CubiCasa as a service provider. Thus, the digital marketing plan is one way to attract new customers with the possibilities digital channels possibility to target a specific group of people.

This paper present the deep analysis process for understanding the most important perspectives of CubaCasa OY for future establish of a full Digital Marketing Plan. Beside a literature review, the empirical process is detailed, analysis results and some preliminary proposals are also presented.

Literature Review

The relationship between customer and marketer is beneficial for both sides, seen as the main objective of marketing is superior value creation for a specific customer. Due to this, the customer provides value to the marketer in return, which helps the marketer with maintenance and provision of satisfaction for existing customers (Armstrong and Kotler, 2010). Business environment is highly influenced by digitalization, which can also be applied for marketing. According to Kotler (2009), the internet is seen as not just another mean of advertising or another sales channel by more like a tool which can change the way a company operates fundamentally. This includes the way orders are taken from the customers, how the value is given back to them, and the way business is done (Kotler, 2009).

Digital marketing can be defined as a form of marketing that uses the media for advertising by collecting available data and by using technology in order to be able to achieve the standard objectives of marketing (Chaffey & Chabwick, 2019). For digital marketing to be of use, the company has to set out certain goals which it wants to reach by utilizing the power of digital technologies (Chaffey, 2018; Todor, 2016; Wymbs, 2011). This involves formation of online channels made specifically for marketing by applying technology, which in turn should allow to achieve targets of retention of customers and profitable acquisition (Chaffey, 2016). Furthermore, digital marketing deals with company's presence in the digital environment by using tools such as social media, website, and smartphone applications, all of which are great channels for fast information sharing and communication (Chaffey and Chabwick, 2019). Over the recent years, new and innovative approaches to marketing have been demonstrated by marketing people in which they started to exploit social media networks, websites and applications in a way that allows the intended content to reach the consumer via targeted and direct channels (Armstrong, Adam, Denize, & Kotler, 2014).

First aspect of digital marketing is the content the company is trying to show to the general public. Content marketing is a company procedure in marketing by providing valuable and relevant information in both written and visual forms. The purpose of this is to draw new customers, interest them in a conversation with a desire to turn them to profitable customers. (Content Marketing Institute, 2015) Putting this content out on to internet and using different mediums. Social media is a massive market. Social media converted marketing understanding. It created new means of communications with customers, who could have never been approached before and established ways to increase brands' awareness with higher reachability of customers all around the globe (ComScore Media, 2009). Furthermore, the market size of social media users is constantly growing in the whole world and there are new social medial platforms appearing every now and then (Hoffman & Novak, 2012).

Most consumers and companies understand social media marketing as different channels like Facebook, Instagram, LinkedIn, etc., that have most users in each country, in which advertising has to be made. Hence, this is important their aspects as capturing customers generated content and encouraging it such as company evaluation and product reviews on either of these platforms. (Chaffey & Chadwick, 2018). Facebook, as one of the many social media platforms, provides advertising to customers and platform users can interact with the ads with impressions "share" "like" "comment" and can also view how their friends on the platform chose to interact with advertisements (Dehgani & Tumer, 2015) Another option could be to put your brand on Instagram. New companies or yet to be publicly known ones can use Instagram to endorse their customers, to gain engaged followers, to create awareness for the company, or to simply engage with the customers (Virtanen, Bjork, & Sjostrom, 2017). Instagram gives an opportunity for businesses to interact with their customers by engaging with them in their posts or by having an open discussion in the comment section. This provides endorsements, which can then be seen by other users of the platform (Miles, 2014). The recent approach to marketing is through influencers. Some of these users build an immense follower audience and can be used for marketing. It is an

important part for some businesses since it communicates directly with a prospective customer and focuses on these individuals who are decision makers. Influencers are an important part of sales process (Brown, Hayes, 2008).

When it comes to searching for anything specific, searching online is an activity done by most internet users, and search engines are the most widely used option for this (Sen, 2005). In internet marketing and commerce, search engines are becoming more and more important (Green, 2003). Search engine marketing is a digital marketing approach to search engine like Google. By making specific adjustments to the website and using techniques to comply with the search engine algorithm, webpage may appear in a first few spots of the results page (Paraskevas, Katsogridakis, Law, & Buhalis, 2011). One way to appear at the top of search list is by modifying the site code, which can further improve sellers listing in the search engines' results pages, making them more relevant and optimized for search engine algorithm (Rashtchy, 2004). SEO or search engine optimization is a technique used to optimize every single page of your website results to stand out better in the result list and this way bringing more visitors to your page. SEO encompasses specific queries to the website that are relevant to the represented business and, when those targeted queries are used, appearing at the first pages. PSM or paid search marketing is a form of paid results page where advertiser, for example Google, places you at the top of results page when a specific keyword is entered. Keywords come with a price and are determined by the CPC or cost per click, which are calculated on the keywords traffic (Li, Lin, Lin, & Xing, 2014).

PSM is also called sponsored links or sponsored list, which is operated by search engines in the form of sponsored or paid results, where an advertisement is displayed in a pre-specified region of a search result page along with web search results. Search engines charge placement fees tied to the price of the relevant keywords, which are primarily determined by keywords auction and measured by cost per click (CPC), and the number of click-through the advertisement receives.

Start-up companies undergo serious challenges and have to use their resources effectively. Innovations are often undertaken by new ventures and startups, which allow them to change their development still in the early stages (MacDougall & Oviatt, 1996). However, in cases of early development, issues such as need for alignment of internally acquired resources to the external conditions and resource scarcity have to be tackled early on (Hanlon & Saunders, 2007; Katila & Shane, 2005). Due to ever changing and unstable digital environment, problems as the ones mentioned above are especially valid for new businesses working under these type of conditions (Courtney, Kirkland, & Viguerie, 1997; Sirmon, Hitt, & Ireland, 2007). Additionally, Clarke (2013) argues that financial maturity is more important than how many years have passed if a company wants to progress from being a startup. According to the author, any company that is still trying to reach profitability can be classified as a startup.

A case example of the usage of digital marketing is a company CubiCasa, the main objective of which is attraction of new and retention existing customers. Seen as, based on the arguments above, CubiCasa is still considered a startup, it is of high importance for the success of the company to implement marketing strategies that would help it grow but would still be cost effective. According to Todor (2016), digital marketing is less costly when compared to conventional marketing and can attract bigger audience without additional fees. Furthermore, internet could help improving operation efficiency for small, medium enterprises (SME) because the targeted specific market reach could be widened (Todor, 2016).

Considering the theoretical approach and the aim of this thesis, digital marketing plan fits the company's purpose and it should be applied in order to establish a wider customer base without exceeding the planned budget.

Empirical Research

An empirical research is done to get a deeper and wider understanding of the behavior and the needs and wants patterns of companies and individual real estate photographers using floor plan making software in the USA market. This research provides breakdown of the obtained information and the data that will be used to prepare an appropriate digital marketing plan for CubiCasa to attract more real estate photographers and floor plan makers living in the USA.

Aim and Objective of the Research

The aim of this research is to analyze and determine the aspects, which have an effect on consumers when it comes to choosing the software for floor plan making for their operations and to deciding which marketing tools to apply and which are the most effective for bringing more customers living in the US to CubiCasa. To achieve this, the objectives are defined as follows:

- Choose the appropriate theoretical framework;
- Conduct surveys with existing CubiCasa clients and companies. In order to determine which factors have the most influence when choosing floor making software and the correct digital marketing tools to reach out to viable customer for CubiCasa in the US market;
- Analyzing the data collected from questionnaires and assessing it to make a relevant solution for development of digital marketing plan in managerial solution.

Theoretical foundation of the research

To create a digital marketing plan for CubiCasa that is appropriate for the US market, it is necessary to know what is crucial for and preferred by the floor plan makers. To extract the information that is necessary and relevant, theoretical frameworks have to be used. This research applies three different frameworks.

First model used for the questionnaire as a background for questions is called 6M marketing communication model presented by Dolan (1997). The model consists of six aspects of marketing communication – market, mission, message, media, money, measurement. Addressing each component of 6M model is crucial. D'amico (2015) defined them as:

- Market – group of people company is targeting and the tools used to target them are correct;
- Mission – the objective of the communication, the message should be in correlation with the end goal.;
- Message – points that have to be communicated to customer, provides specific points with the most necessary information;
- Media – communication channels to get the message to the target audience;
- Money – budget to prepare, start and maintain the marketing campaign;
- Measurement – assessed data on how well the marketing campaign was done,

Second theoretical framework used is the RASE model introduced and revised by Chaffey (2020). This model works specifically for digital marketing and is compiled of four main steps and one preparation stage as defined in Figure 1.



Figure 1: The RACE planning system.

Race framework consist of 5 stages and these are as follows:

1. Plan – Establish SMART KPIs, define target for digital channels, focus investment in content marketing, digital media and experiences. Define segmentation, targeting and positioning of the marketing campaign and value proposition;
2. Reach – Draw people to your hub with content. Promote the content with other blogs by allowing sharing of other blogs, networks and influencers. Key measurements include unique visitor, value per visit, and followers;
3. Act – worth finding with relevant content that is inspirational and is creating leads. Key measurements are lead conversion rate, time on site, interactions;
4. Convert – invest in marketing, CRO, marketing automation and remarketing to contextual that drives conversions. Key measures sales, revenue, average basket value;
5. Engage – Loyal customers that spread the message via social testimonies, repeat purchases and refers to others. Key measures are repeated purchases, advocacy, and loyalty.

Research Method and Data Collection Method

For this research qualitative research method is used. According to Monique, Inge, and Ajay (2010) qualitative research allows to analyze people's experiences, actions, opinions, beliefs in detail by conducting a structured, specific set of methods in interviews, focus groups, and observations. This research method also lets the researcher to see outside his formed opinion about the topic and see outside his/her beliefs on the subject (Monique et al., 2010). The most distinctive feature of qualitative research is that the approach allows you to identify issues from the perspective of your study participants and understand the meaning and interpretations that they give to behavior, events, or objects.

Primary data collection method was used in this research since the market for floor plan making applications is very niche segment, is in early stage and not many sufficient and reliable secondary data collected exists to this day. With this in mind, primary data will be more tailored and valuable in this case. Specifics like demographics of the companies questioned can be defined and specified to researchers' needs. This brings complete control of the data collection by being more consistent by having same questions and reliability and relevance to this topic.

Primary data collection is conducted by making structured survey via Google Forms. Surveys are chosen because of the different time zone with the US market and big real estate companies preferring this type of method for convenience. Cross-sectional study surveys can provide both, the insights researcher is expecting to have and the other opinions not thought about by the research, which allows for multiple outcomes to be reached at once. Descriptive research is conducted and it will provide information about how variable of interest occurs in a specific demographic. A total of 21 questions were asked.

Data Analysis Methods

The purpose of this research is to figure out the main factors that are the key drivers in customer selection of companies who provide floor plan making application from the marketing perspective. To obtain meaningful results from the data collected by conducting semi-structured surveys, deductive data analysis approach was used. Obtained data was analyzed by using The Matrix Method (MM). The basis of this method was introduced by Gordon and Langmaid (1988). The findings of the research were analyzed to discover the patterns which, in return, would provide a managerial solution.

Analysis Results and Preliminary Proposals

CubiCasa is a startup company founded by two Finnish men. The company was officially established in December, 2014 in Oulu, Finland. The company has three subsidiaries and one technical center. The main headquarters are located in Oulu, Finland and other offices are established in Helsinki, Finland and Palo Alto in California, the United States. The IT operations are located in Ho Chi Minh, Vietnam. Company currently employs 142 people across the 4 locations. According to Haaramo (2018), CubiCasa was the first non-American company to be accepted into Modern Ventures' real estate accelerator program in Chicago. Revenue for 2019 was an estimate of 2 million euros. The company is the market leader in the very price-sensitive Finnish market and is also one of the major players in the US floorplan market. The company operates mainly in two key markets: real estate and informational technology (IT). It is best known for the "CubiCasa" application it has created, which is available on both, Google's PlayStore and Apple AppStore. The main function of it is to create a 2D and 3D floor plans within a few minutes with the help of a smartphone. It does not require any special equipment and prior knowledge of floor plan creation. CubiCasa mainly focuses on real estate photographers and small business owners who make floor plans with dedicated software or expensive special equipment. The company focuses on Business-to-Business principle, seen as both, customers of CubiCasa and users of the app, have to be registered companies in order to make a floor plan. The company's vision is related to interior space knowledge, building of the most scalable interior, data understanding technology and its related products.

USA Market

CubiCasa is a digital business that operates worldwide due to the fact that it is a business performed fully online. According to internal company data, it is estimated that around 95% percent of all user, real estate photographers and real estate companies, are located in the market of the United States. This shows that this market is the biggest from the ones that "CubiCasa" serves. The United States of America is the largest real estate market for residential property and the commercial spaces in the world, with a market size of 3,418.1 (USD Billion) with the closest competitor Japan with 881.4 (USD Billion).

The company is seeking to increase both, the customer number and the number of purchases made by current clients operating in the United States, by providing learning material for floor plan making and the information on how to grow your photography business by incorporating floor plan making into daily operations. This would benefit the company by increasing the number of customers and orders being made in United States, as it would also ensure better position in the market itself.

To attract new customers in the specific market segment it is important to create and implement a digital marketing plan based on distinctive criteria. By utilizing the right marketing techniques that are effective in the real estate market as well as with the current trends that are prone to show positive impact, company can expand their customer base.

Marketing Mix

Services marketing mix is formed from 7P's of marketing Product, Promotion, People, Process, Price, Place and Physical evidence. The business operates in digital environment so the actual place of it cannot be identified apart from digital environment in terms of being online.

Product: The product of CubiCasa is an application which can be downloaded from both Apple AppStore and Google PlayStore. The website can be seen here <https://www.cubi.casa/>. Users have to sign-up on the website or through the application to be able to use the application. A legal company name and VAT identification number, which is optional, are required to create an account. Creating a new floor plan requires address, street number, apartment number, city, postal code, state, and country and you can add any additional information which could be relevant for the details about the real estate regarding the location. After creation of the floor plan, which takes up to one business day, you can customize it on the website based on your preferences, for example by changing the proportions, fonts, colors, etc.

Price: Two options exist for using a floor plan application. First option is “Pay-as-you-go President”, which costs \$34.90 per scan and is mostly used by people who scan up to 2-3 houses per month. Second one is “CubiCasa Certified photographers”, which costs \$24.43 per scan. When choosing the later, a discount of 30 percent is given to incentivize companies to become certified photographers and the only requirement for this is to make around 30 scans per months. At this point, this price is the best among all competitors in terms of services provided and the time spent doing accurate floor plans, this was done by implementing Cost leadership pricing and being the cheapest option on the market.

Promotion: CubiCasa puts all its effort to digital advertising. Daily activities of the marketing department include a wide variety of different tasks.

Place: CubiCasa has three offices, two in Finland and one in The United States and a technical headquarter in Ho Chi Minh City, Vietnam where all of the scans are made into finished floor plans. European offices are responsible for marketing activities, American division’s responsibilities include business growth, search for investments and customer attainment and support. Vietnamese courters are responsible for the IT and the technical side of the processes, during which room scans are converted into the finished product and are also responsible for the improvement of the technology used for the scanning application.

People: CubiCasa employs around 140 people in their four offices, every employee is hired and interviewed by HR manager and usually one of the two co-founders, who joins to have a chat and evaluates every single candidate himself. Start-up environment is said to be less hierarchical and communication is less formal. Decisions and suggestions come from both, bottom-up and top-down, which ensures that even the employees with least responsibilities can suggest ideas for the company’s advantage. Customer service is carried out by the customer support team via email, live chat or calls. Customer relationship management is done with a software in which all of the organization can see all of the information and conversations that have happened in one place.

Process: The submission of the video footage is sent to the internal servers of the company, which are analyzed by the technical team with a standardized program which transforms raw footage to 2D and 3D floor plan. Technicians ensure that no flaws occur in the process and if something goes wrong, they correct the case manually. This takes place in the technical headquarters in Vietnam.

Physical evidence: Company timely and frequently publishes on their social media, their website, the blog of the CubiCasa success stories, and the actual results obtained by the customers with their real reviews and the ratings they have given the company for its service.

PESTEL Analysis

PESTEL framework is used to assess the external environment of CubiCasa in the United States os America market.

Political: As with any industry and market concerning business, political decisions play a big role for the companies and startups. Political stability is one of the crucial aspects for every company since it can have a strong impact on the profitability and overall lifespan of the company in the desired country. CubiCasa has to considering a few things while operating in the United States. The intellectual property rights, which with the agreement seem to be in consideration and the new companies emerging in the Chinese market should not be a problem with intellectual property theft. Trump tax deduction also play a big role, seen as with it, the corporate tax has been reduced from 35 percent to 21 percent, which allows any company to invest the funds elsewhere for the benefits of a company, for example in R&D or any other profitable business operation. In turn, such investments allow the United States to stay a competitive country for corporations.

Economical: Economic factors generally directly affect market conditions. Even a little financial change can move the economy and change the circumstances for a business. Economy growth leads to industry growth. The United States has the biggest and most advanced IT service in the world. 32 percent of all information technology market, or approximately 1.7 trillion United States dollars, is situated in North America, mostly the United States. The whole market is approximately 5.2 trillion USD. The market is expected to grow by 3.7% in 2020 with an optimistic forecast of 5.4% as highest and 1.9% as lowest growth rate. The IT sector in the United States, which is part of the information sector, employs around 11.8 million people and, according to CompTIA (2019), there are approximately 525,000 companies working in this sphere and 40,500 tech startups established in 2018. In total, the working-age population (between15-64) was an approximately 206.2 million people in July of 2020, while the information sector employed 27.66 million people in 2019, with is still currently growing. The overall growth of the industry is a promising sign and due to expansions of the industry, with more professionals in the labor market, no shortage in this sector should be felt.

Social: During the recent shift of the consumer market, with an increasing use of social media, trends from computers to smartphones have shifted drastically. Due to better mobility provided by a mobile device, computers have become a professional tool, while smartphones – a daily accessory for the masses. However, nowadays, the shift in the usage of tablets and smartphones in professional life is becoming more prominent. This is because increasing numbers of professionals are looking for ways to work more conveniently and more affordably, which can be provided by increased mobility, ascribed to mobile devices. Based on current trends, the market might expect further expansion of mobile phone

usage with applications and their continuous development doing most of the work which needs to be done. Due to this, more smartphones, which are the main tool for CubiCasas' customers, are expected.

Technological: Technological advancement is a crucial point for the sales of applications. Every advancement can bring additional features and improvements for a software. With improvements, software engineers can improve the product without the drawbacks on the performance and overall user experience. The United States is the most advanced market for technological improvement for both, hardware and software. Hubs like Silicon Valley, where the most entrepreneurs and IT engineers are located, are a great way to build networks. Internet of things (IoT), artificial intelligence (AI), Big data/analytics, virtual reality are some of the hottest topics in the IT industry today and every part of life is shifting into the digital world and the cloud. The most viable solution for the company will be implementing the upcoming LiDAR (Light Detection and Ranging) to smartphone, which could mean an absolutely automated process and an increased accuracy of the scans, which every Apple iPhone user will have.

Environmental: With the ongoing Covid-19 crisis the whole world is increasingly relying on the digital working space. With the shifting focus on environmental issues, the crisis is causing lower than usual levels of pollution around the globe, which in turn is a positive impact for the environment. This trend might stick and it would benefit the IT sector the most, seen as the work done in this sector is mostly remote as it is.

Legal: United States of America has the biggest IT sector in the world and is trying to ensure that the technology spillovers and stealing of the technology would not occur. Legislations are made to ensure that every tech company would be sure that their property rights in intellectual property would be protected against any illegal actions. There are four types of essential rights for software: patents, trademarks, trade secrets and copyrights. These ensure that a company, in this case a software development company, can get a patent, for example, for the feature that they have invented without anyone else using it. Copyright can protect the particular way the idea of the feature, in this case a software code, is expressed.

Porter's Five Forces Model

Five Forces model allows organizations to assess beyond the actions of their competitors and other factors that could affect the overall market. Michael Porter (1979) identifies five forces that sum up the whole environment and affects the organizations' overall success and profitability. These are:

Competitive Rivalry: Being an internet-based service, CubiCasa encounters a lot of competition both direct and indirect. Information travels fast and anyone can attain the needed resources as well as develop a technology relatively quickly. When the competition is steep and the new entrants can occur any day, if the market is still growing or is not overwhelmed by the current companies operating in this market or one player is not too big to overtake his position or existing clients with better technology or better marketing techniques. Switching costs between any application for mobile phones is relatively small or non-existent, which is another threat worth consideration, since clients can switch to another provider very easily, without any high-cost of doing so. Customer loyalty, defined by Oliver (1999) is "a deeply held commitment to re-buy or re-patronize a preferred product/service consistently in the future, thereby causing repetitive same-brand or same brand-set purchasing, despite situational influences and marketing efforts having the potential to cause switching behavior.". Repetition of the use for the same mobile application, in this case, can be obtained by providing higher than competitors' perceived value of the services CubiCasa provides. Zeithaml (1988) described perceived value as an overall assessment of the utility of a service or product on a basis of what is received by what is exchanged for it. Providing value to the customer could be the only option for mobile application, which provides no tangible assets in exchange for the price the customer is paying.

Buyer Power: High bargaining power of buyers can easily influence the overall position of the company in the market since the application can be purchased easily or downloaded for free in both AppStore and Google Playstore. Biggest buyers in this market are the large real estate companies which also have departments for floor plan making and photographing. Since one company can influence a large number of orders, this can also dictate a price for which the service is carried out and, in these terms, less positively influence the company's revenues for the time, unless there is a technological superiority or if the company is the only market player. If the prices are dictated by the large companies with big purchases and the company does not comply with the requested prices, it is easy for them to switch to any other service providers without any big costs for the company. Waterbed Effect should not take place in this type of market since, the bigger players, even if they are purchasing for lower prices, should make life for the smaller companies worse than buying for a larger sum. Being a service rather than a product, the typical costs for a product do not exist and in this case, CubiCasa should try to win back on the revenues by increasing the prices to smaller companies and individuals with lower purchases for the service.

Supplier Power: IT industry, for development of applications for mobile phones, have many suppliers and large portion of this is either in the house development with the team, hired or outsourced to other parts of the world. The share number of these suppliers for informational technology creation gives the company wide variety of choices and the supplier should not increase the prices for services, without any reasoning. Furthermore, CubiCasa has established its own in the house development with the team as part of the company, therefore there is no chance of increasing costs for further developments of the application.

Treat of new Entry: The treat of new entry is very high in the industry that is growing at this rate and the basic principal of informational technology that information is moved fast and obtained quickly, so any company can develop similar application at any time. Quick development of new technologies as AI could improve the processes being carried on by the application with process learning.

Treat of substitution: Substitutions for floor plan can either be the service from other company, providing the same exact service with some different features or a customer who can do it by him/herself with specialized programs, which require prior knowledge of making floor plans, and even more practice when it comes to visual floor plans and 3D plans.

Competitor Analysis

To better understand the competition of CubiCasa in floor plan makings, let us look at the comparison of the ones the company has compared, table 1.

Table 1: Competitor Analysis

	Instagram	Facebook	Google Play Reviews	App Store Reviews
CubiCasa	613	1780	3.9 (25)	4.7 (56)
MagicPlan	4693	34396	4.4 (63940)	4.7 Stars (23800)
RoomSketcher	2993	50768	3.2 (844)	2.9 (26)
RoomScan pro By Locometric	n/a	2348	n/a	4.3 (4200)
Smartdraw	n/a	7304	n/a	n/a
iGUIDE	3261	1757	n/a	n/a
Roomle	n/a	22665	n/a	4.1 (1023)
Floorplan pro	96	70	n/a	4.3 (632)

SWOT Analysis

To show the strengths, weaknesses, opportunities, and threats the company faces in the floor planning segment an external analysis with SWOT is performed, table 2.

Table 2: SWOT Analysis

	Strengths	Weaknesses	Opportunities	Threats
Overall Market	Startup, quick decision making	Marketing campaign	Technological advancement of the current solution	A high number of competitors
	User-friendly floor plan maker	Fairly new application	Acquisition of company or technology	Possibility of new entrants
	Being present in three continents	Revenue model and investments.		New technologies developed by competitors
		Customer base		

Three main strengths for the overall market are shown in Table 2. Firstly, the company is still in a startup stage and a decision-making can be very due to the fact that the hierarchical structure is not defined and anyone can take the responsibility and introduce new ideas, seen as weekly calls are organized to hear about the new propositions and to try them out. Secondly, the application is very innovative and user friendly. It doesn't take much time and effort to make a floor plan for a reasonable price without any yearly or monthly subscriptions, therefore the customer is not bound to use it until the term ends and pays only for what he uses in terms of services. Thirdly, the headquarters are located in three different continents, the main one being in Finland which covers the whole European Union, the second one in Silicon Valley, United States of America, covering North America. Third, the Asian market has its subdivision with technical support and technical decision team in Vietnam. These three continents cover the different markets and are positioned around all of the biggest markets. Weaknesses include the fact that the market strategy is not fully defined, which results in marketing decisions that take place on the go and are usually rejected in the end by higher management as unfit for the overall image. This application is still quite young compared to other players in this market and people do not seem to know much about it. Continuing with investment and revenue models, these are not clearly defined and the company is heavily investing it's time to search for new investors and participating in pitch competitions. Lastly, the customer base is not yet defined and only a few medium and large companies use the application on a daily basis. Opportunities for the company would be a technologic advancement in simplifying the application even more, or improving the quality of the scans, or bringing the delivery time down than a business day. Furthermore, the acquisition of existing companies with technological superiority could be considered to increase market share and acquire the technology, if the company is in the early stage and could be a potential investment. Treats that are apparent are a large number of competitors in all markets, newcomers that appear frequently and technology created by other companies which might be superior to the existing solutions of CubiCasa and could potentially push the company out.

Conclusion

This paper have made an deep analysis of the CubiCasa OY. This approach it's a contribute for any digital marketing plan that organizations wish to make. Future work is ongoing to define a list of recommendations translated into full Digital Marketing Plan. Still, from preliminary data there are several insight that can be presented such as: after assessing the CubiCasa internal and externals factors, performing empirical research and analyzing managerial solution, we concluded that CubiCasa OY is a service provider which has a smartphone application made for floor plan developing with a simple scan via camera. Real estate photographers and agents are the main customers of the company.

CubiCasa generates income by providing a service to its customers via mobile application that creates floor plans. The US is the largest market for CubiCasa OY with 95 per cent of all of the customers based there. PESTEL analysis showed that the technological factors have the most influence on the business, while political, economic, social, ecological, and legal come in as secondary influences for the business. Internalization risks that CubiCasa might face are country risk and commercial risk. CubiCasa has many competitors in the same segment and market. SWOT analysis showed that the strength of the company is its position as a startup and weakness stems from possible new competition.

Research findings show that the price of service, the quality of the floor plans, how easy it is to use the application and its accurate are the main factors influencing respondents' decision to use an application. Digital media channels used by companies are Facebook, Instagram, Google, and CubiCasa Blog. Keywords, used when searching for an application, identified by respondents all include floor plan with some variation. Relevant content that respondents would like to see is tutorials and examples.

Market consist of both, males and females, representing mostly companies, not individuals. Search engine optimization (SEO) is suggested to passively improve new customers count and overall standing in the search engine's results page. Search engine marketing (SEM) is suggested in order for the company to appear at the top of the search results when searching for selected keywords. Facebook and Instagram are selected for social media marketing, both content uploading and pay-per-click strategies are considered. Influencer marketing focuses on smaller opinion leaders in real estate market with higher conversation rate. Podcast advertising to advertise on real estate podcast with 30 sec. adverts once a month is also suggested. Budget for the period from 2020.01.01 – 2020.12.31 is projected and it is estimated to be around 14,564.00 USD.

References

- Armstrong, G., Adam, S., Denize, S. and Kotler, P. (2014) Principles of Marketing. Pearson Australia.
- Brown, D., & Hayes, N. (2008). Influencer Marketing: Who Really Influences Your Customers? (1st ed.). Butterworth-Heinemann.
- Chaffey, D., Chaffey, D., Chaffey, D., & Chaffey, D. (2020, August 26). RACE marketing model definition - What is? | Digital marketing Glossary. Dr Dave Chaffey : Digital Insights. <https://www.davechaffey.com/digital-marketing-glossary/race-marketing-planning-model/#:%7E:text=RACE%20is%20commercial%20based%20on,summary%20dashboards%20and%20continuos%20optimization>.
- Chaffey, D., & Ellis-Chadwick, F. (2019). Digital Marketing (7th ed.). Pearson.

- Courtney, H., Kirkland, J. and Viguerie, P. (1997) Strategy under uncertainty. *Harvard Business Review*, 75(6), Nov-Dec., 67–79 reprint no. 97603.
- D'amico, H. (2015, April 14). The 6 M's of Mastering Your Integrated Marketing Campaign. Retrieved from <https://www.carnegiecomm.com/blog/the-6-ms-of-mastering-your-integrated-marketing-campaign/>
- Dehghani, M. and Tumer, M. (2015) A Research on Effectiveness of Facebook Advertising on Enhancing Purchase Intention of Consumers. *Computers in Human Behavior*, 49, 597-600.
- Dolan, Robert J. "Note on Marketing Strategy." *Harvard Business School Background Note* 598-061, October 1997. (Revised November 2000.)
- Gordon, W., Langmaid, R. (1988). *Qualitative Market Research: A Practitioner's and Buyer's Guide*. Wisconsin University - Madison
- Green, D. C. (2003). Search Engine Marketing: Why it Benefits Us all. *Business Information Review*, 20(4), 195–202. <https://doi.org/10.1177/0266382103204005>
- Hanlon, D., & Saunders, C. (2007). Marshaling resources to form small new ventures: Toward a more holistic understanding of entrepreneurial support. *Entrepreneurship Theory and Practice*, 31(4), 619–641.
- Hoffman, D.L., Novak, T.P (2012). Social Media Strategy, in *Handbook on Marketing Strategy*, Ed. V. Shankar and G.S. Carpenter.
- Miles, M. B., & Huberman, M. A. (1994). *Qualitative Data Analysis: An Expanded Sourcebook*, 2nd Edition (2nd ed.). SAGE Publications, Inc.
- Oliver, R.L. (1999). Whence Consumer Loyalty? *Journal of Marketing* 6(4), 33-34
- Paraskevas, A., Katsogridakis, I., Law, R., & Buhalis, D. (2011). Search Engine Marketing: Transforming Search Engines into Hotel Distribution Channels. *Cornell Hospitality Quarterly*, 52(2), 200–208. <https://journals.sagepub.com/doi/pdf/10.1177/1938965510395016>
- Sirmon, D. G., Hitt, M. A., Ireland, R. D. (2007). Managing Firm Resources in Dynamic Environments to Create Value: Looking Inside the Black Box. *Academy of Management Review* Vol. 32, No. 1
- Todor, R. D. (2016). Blending traditional and digital marketing. *Bulletin of the Transilvania University of Braşov Series V: Economic Sciences • Vol. 9 (58) No. 1*.
- Virtanen, H., Björk, P. and Sjöström, E. (2017), "Follow for follow: marketing of a start-up company on Instagram", *Journal of Small Business and Enterprise Development*, Vol. 24 No. 3, pp. 468-484. <https://doi.org/10.1108/JSBED-12-2016-0202>