ЄВРОПЕЙСЬКИЙ СОЮЗ
ПРЕДСТАВНИЦТВО ЄВРОПЕЙСЬКОГО СОЮЗУ В УКРАЇНІ
МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ
ЗАПОРІЗЬКИЙ НАЦІОНАЛЬНИЙ УНІВЕРСИТЕТ

ТЕОРЕТИКО-МЕТОДИЧНІ ЗАСАДИ ВИКОРИСТАННЯ ЦИФРОВИХ ТЕХНОЛОГІЙ В УКРАЇНІ ШЛЯХОМ ВПРОВАДЖЕННЯ ДОСВІДУ ЄС

КОЛЕКТИВНА МОНОГРАФІЯ

2024

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Collective monograph

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Рецензенти:

Гораль Ліліана Тарасівна – доктор економічних наук, професор, професор кафедри фінансів, обліку та оподаткування Івано-Франківського національного технічного університет нафти і газу.

Нижник Віктор Михайлович – доктор економічних наук, професор, проректор з науково-педагогічної роботи Хмельницького національного університету.

Пєтухова Ольга Михайлівна – доктор економічних наук, професор, завідувач кафедри маркетингу Національного університету харчових технологій.

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Т338 **Теоретико-методичні** засади використання цифрових технологій в Україні шляхом впровадження досвіду ЄС : колективна монографія / за ред. А. В. Череп, І. М. Дашко, Ю. О. Огренич, О. Г. Череп. Запоріжжя : видавець ФОП Мокшанов В. В., 2024. 264 с.

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Колективна монографія виконана за результатами досліджень у рамках реалізації проєкту Програми Європейського Союзу Еразмус+ напряму Жан Моне 101085727 – EU-DIGITIZATION – ERASMUS-JMO-2022-HEI-TCH-RSCH «Digitalization of the economy in the context of the Covid-19 pandemic as a strategic platform for economic development of the state» / «Цифровізація економіки в умовах пандемії Covid-19 як стратегічна платформа розвитку економіки держави» на базі економічного факультету Запорізького національного університету. Монографія присвячена розкриттю теоретичних засад використання цифрових технологій в Україні, визначенню особливостей цифрової трансформації економіки, формуванню концептуальних підходів до цифрової трансформації бізнесу шляхом впровадження досвіду країн ЄС.

Колективна монографія розрахована для науковців, викладачів, здобувачів закладів вищої освіти, аспірантів, докторантів, фахівці-практиків, представників державних органів влади та місцевого самоврядування, бізнесу, адміністративного персоналу університетів, представників громадянського суспільства, громадськості та всіх зацікавлених осіб.

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Reviewers:

Horal Liliana Tarasivna – Doctor of Economic Sciences, Professor, Professor of the Department of Finance, Accounting and Taxation Ivano-Frankivsk National Technical University of Oil and Gas.

Nyzhnyk Viktor Mykhailovych – Doctor of Economic Sciences, Professor, Vice-rector for scientific and pedagogical work Khmelnytskyi National University.

Pietukhova Olha Mykhailivna – Doctor of Economic Sciences, Professor, Head of the Department of Marketing of the National University of Food Technologies.

Recommended by the decision of the Academic Council
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T338 **Theoretical and Methodological** Foundations for the Use of Digital Technologies in Ukraine through the Implementation of EU Experience : collective monograph / edited by A. V. Cherep, I. M. Dashko, Yu. O. Ohrenych, O. H. Cherep. Zaporizhzhia : publisher of FOP Mokshanov V. V., 2024. 264 p.

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The collective monograph is based on the results of research within the framework of the implementation of the project of the European Union Erasmus+ by Jean Monnet directly 101085727 – EU-DIGITIZATION – ERASMUS-JMO-2022-HEI-TCH-RSCH «Digitalization of the economy in the context of the Covid-19 pandemic as a strategic platform for economic development of the state» / «Цифровізація економіки в умовах пандемії Covid-19 як стратегічна платформа розвитку економіки держави» based on the Faculty of Economics Zaporizhzhia National University. The monograph is devoted to the disclosure of the theoretical foundations of the use of digital technologies in Ukraine, determination of the peculiarities of digital transformation of the economy, formation of conceptual approaches to digital transformation of business by implementing the experience of EU countries.

The collective monograph is intended for researchers, teachers, students to higher education institutions, postgraduates, doctoral students, practitioners, representatives of state authorities and local self-government, business, university administrative staff, representatives of civil society, the public and all interested parties.

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ЗМІСТ

MATSUKA V.,
PhD in Economics, Associate Professor, Associate Professor of the Department of Management and Finance, Mariupol State University, Kyiv, Ukraine
HORBASHEVSKA M.,
PhD in Economics, Associate Professor, Associate Professor of the Department of Management and Finance, Mariupol State University, Kyiv, Ukraine

3.2. International business strategies of digital transformation of the economy

Introduction. The modern development of any country is impossible without the use of modern information technologies. In the global economic space, there is a virtualization of the economy, its transformation into a digital format, a change in the forms of organization of economic relations, that is, a gradual transition to information civilization is taking place. In this regard, the developed countries of the world pay more and more attention to the development of the digital economy. It is the digitization (digitalization) of the economy that is considered today as a model and strategy for the modern global innovative development of countries. Intellectual resources, technologies, and intangible production are the key factors in the development of the digital economy, they ensure the evolution, transition to the next level of development of economic systems, and form a new economic paradigm. In general, digitalization of the economy changes the world and opens up new opportunities for its comprehensive development [10, p. 15].

Presentation of the main research results. At the same time, it is worth noting that in addition to the advantages, the latest technologies also lead to new challenges, since the digital economy involves a change in the nature and structure of industry markets and their participants. The greatest concern is a number of issues related to the creation of jobs, ensuring the appropriate level of confidentiality, security, socio-economic interaction and justice [14, p. 170].

Therefore, it is expedient to study the conceptual and strategic characteristics of the digital economy sector, because the global digital network is not only a new

way, a business tool and a technology – it is a qualitatively new form of economic relations that functions in an integrated, not separate manner, transforming all other traditional sectors and spheres of the economy activities and forms a fundamentally new international economic environment.

The problem of the development of the digital economy and the transformational processes taking place in the world economy and in Ukraine under the influence of digitalization are given considerable attention by domestic and foreign scientists, in particular: Derhachova H., Duan Y., Fisunenko N., Fukuyama M., Horbashevska M., Huplat O., Koleshnya Y., Kyslova L., Lukash S., Matsuka V., Momont T., Saukh I., Semenov A., Shymanska V., Tomareva-Patlahova V., Trokhymets O., Tsybulska E., Tymohova H., Velychko K., Vovk V., Yevtushenko A. and others. In the works of these scientists, the issues of digital transformation of the economy and digitalization in general are rather ambiguously covered. However, no looking at numerous scientific publications in the field of digitization of the economy, the impact of digital technologies on the development of the national and global economy remains insufficiently researched.

The purpose of the study is to highlight the global experience of digital transformation of the economy and, based on this, to identify business strategies for the development of the digital economy for Ukraine.

Today, the term «digital economy» does not have a clear definition in the literature. One of the main reasons for this is the lack of a clear and universal understanding of what factors should be taken into account when measuring the digital economy. Another reason that makes it difficult to define the digital economy is the rapidly changing nature of technology. The technologies that businesses and consumers use to perform tasks or communicate are relevant today, but may be obsolete tomorrow. Ideally, the definition of the digital economy over time can change the nature of what it covers [11, p. 283]. So, let's try to summarize the interpretation of the category «digital economy» by domestic and foreign scientists, as well as formulate our own definition of the concept of «digital economy».

So, based on the generalized interpretations, it can be noted that the concept of «digital economy» is understood as the focus on computer technologies, modern information systems, which allows to increase labor productivity at enterprises and the standard of living of the population. Although modern domestic and foreign scientists identify the digital economy with the traditional one, these are completely opposite concepts, with almost no common features between them.

Scientists identify the main goal of digitalization of the economy as restructuring of production, increased flexibility and adaptability to changes in market conditions, which will ensure the growth of the state's competitiveness in the world of digital technologies [20].

Digital transformation is a key component of an overall business transformation strategy. It is not the only success factor, but largely determines the outcome of any transformation project. The right technologies, coupled with people competencies, processes and operations, enable organizations to quickly adapt to complex situations, seize emerging opportunities, meet new and changing customer needs, drive growth and innovate – often in unexpected ways.

Let's look at the advantages and disadvantages of digital transformation . Digital transformation integrates all levels and functional areas of modern business. Intelligent technologies provide the critical tools businesses need to survive and thrive. However, everything has a downside (Table 1).

The process of digital transformation of the economy is based on the generalization of the available practical experience and is formulated in the form of basic provisions, circumstances, requirements and practices that are its basis, that is, a set of generally recognized rules that act as a foundation (a necessary condition) for the introduction of the above-mentioned process into the everyday life of subjects management The main principles of digitization of the economy and society are presented in Picture 1 [10, p. 18].

Table 1

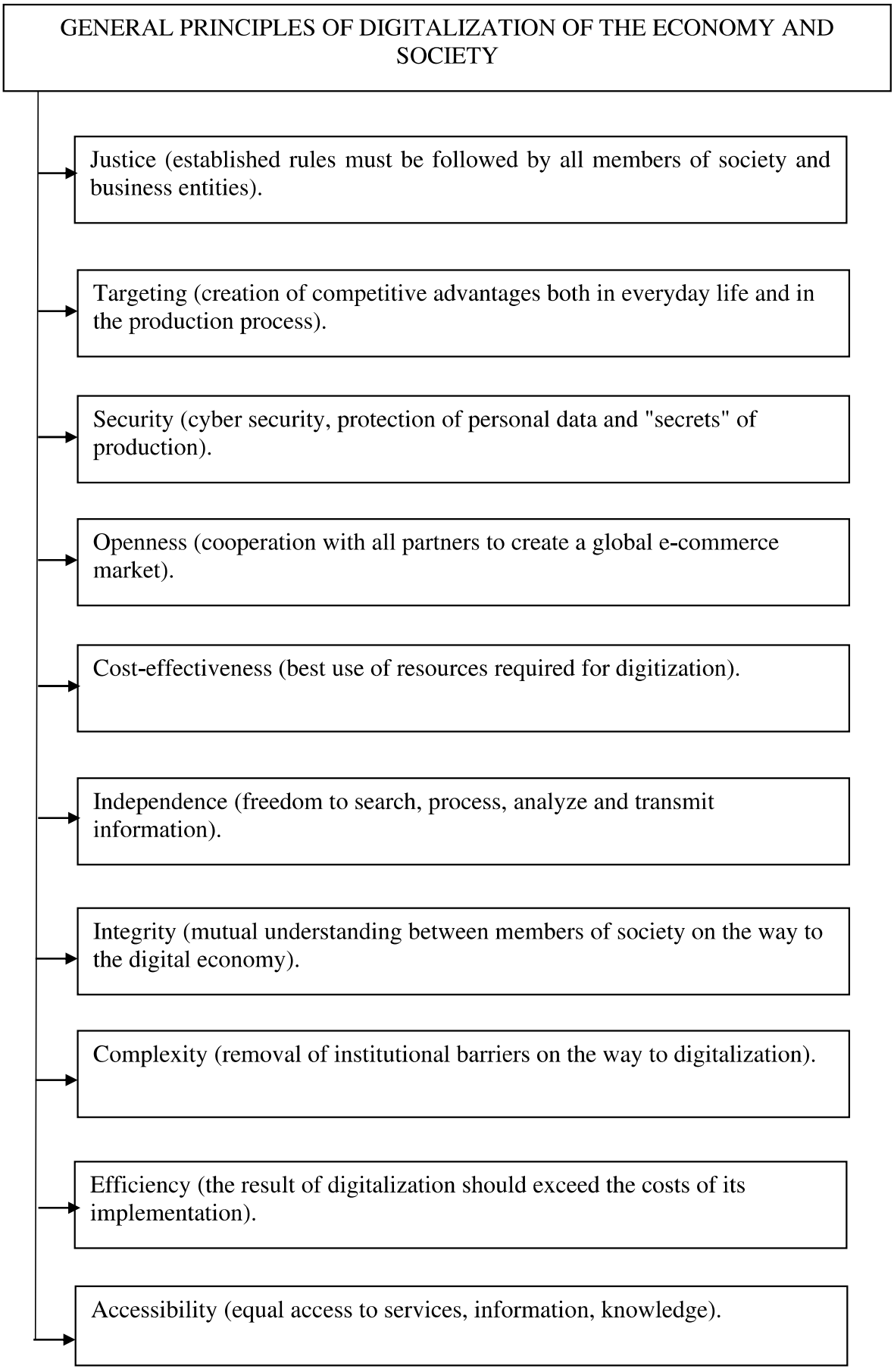
Advantages and disadvantages of digital business transformation

ADVANTAGES (+)	FLAWS (-)
Process automation All information is stored in one place and processed by the system, which reduces the influence of the human factor and increases the speed of work. Increased productivity The quality of service improves, customers save time, get answers to their questions and purchase a quality product. Cost reduction By optimizing processes, there is time and opportunity for growth and innovation. This is an investment in the future. Optimizing customer experience Clients appreciate the convenience and quality of the process of interaction with the company. Personalization, customized service plans and access to real-time data will help you exceed their ever-changing expectations, increase the number of potential customers and retain existing ones, increasing their loyalty. Building flexibility and crisis resilience Modern businesses are committed to digital transformation because it offers tools for rapid development of products and services, as well as predictive analytics capabilities to prepare for future crises, market changes and new prospects.	Big risk The company needs radical changes affecting many business processes that have worked for years. New ways of doing things are emerging. Even more innovations For example, it is necessary to train employees and business owners to help manage new business processes.

Source: [7; 8; 9; 14, p. 171; 23, p. 44]

If we are talking about using technology to develop a business, we need to understand what these tools are and how they are useful. Let's focus on the basic and most popular technologies today.

– Modern CRM, ERP, WMS, TMS, SAAS and database tools - these are systems that help you manage certain areas of your business: relationships with customers, resources, warehouse, transport, data. There is even an opportunity to use your software as an additional source of income by providing it to other companies.



Picture 1. Principles of digitization of the economy and society

Source: Author's development

– Advanced analytics. The data you have is a very valuable asset; you cannot let it disappear aimlessly. Thanks to analytics tools, you can use them to track the efficiency of your processes, employees, and resource usage. This way you can find shortcomings in the company and correct them, improve them and turn them into advantages.

– Solutions in the field of artificial intelligence and machine learning. Artificial intelligence is becoming increasingly popular, because it is an opportunity to entrust decision-making to a machine that is constantly learning based on your own data. The effectiveness of learning and the correctness of decision-making depends on the amount of data: the more information, the easier it is for the algorithm to make accurate and correct conclusions [13, p. 68].

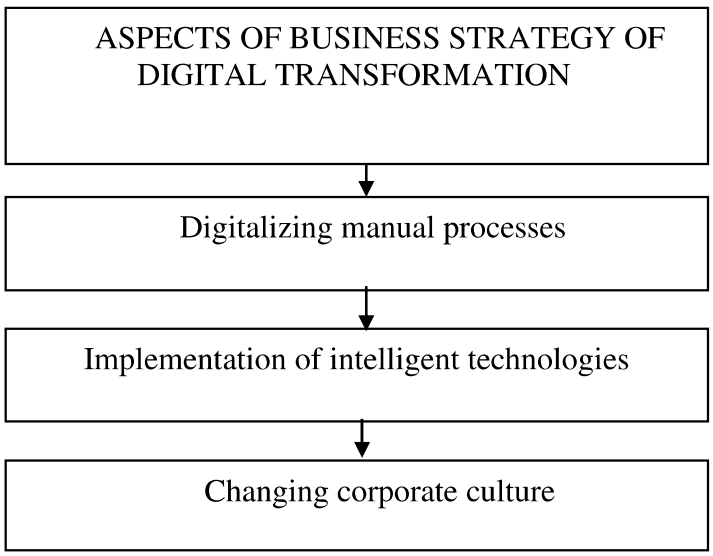
– Internet of things. Using devices placed in the places you need: on a person, on the ground, on equipment or vehicles, to obtain the necessary information, make forecasts and make decisions.

For example, in medicine, this technology is used to track the condition of patients and make diagnoses, in logistics – to monitor the condition of machines, in the agricultural sector - to obtain information about the weather and soil conditions.

– Robotics and process automation – Robots have long performed many repetitive, simple processes instead of humans. Their implementation in the work of your enterprise can increase its efficiency several times, or even tens of times. Of course, such a transformation also implies the development of special software for controlling robotics.

Each technology is used for a specific purpose, so the choice of one or a set of specific solutions depends on the needs of the company. But also, each of the technologies can be effectively applied in absolutely any area. It is only important to clearly state the task.

Digital transformation requires a clear strategy for successful implementation. Let's look at three main aspects that will help in planning (Picture 2):



Picture 2. Key aspects of the business strategy for digital business transformation

Source: Author's development

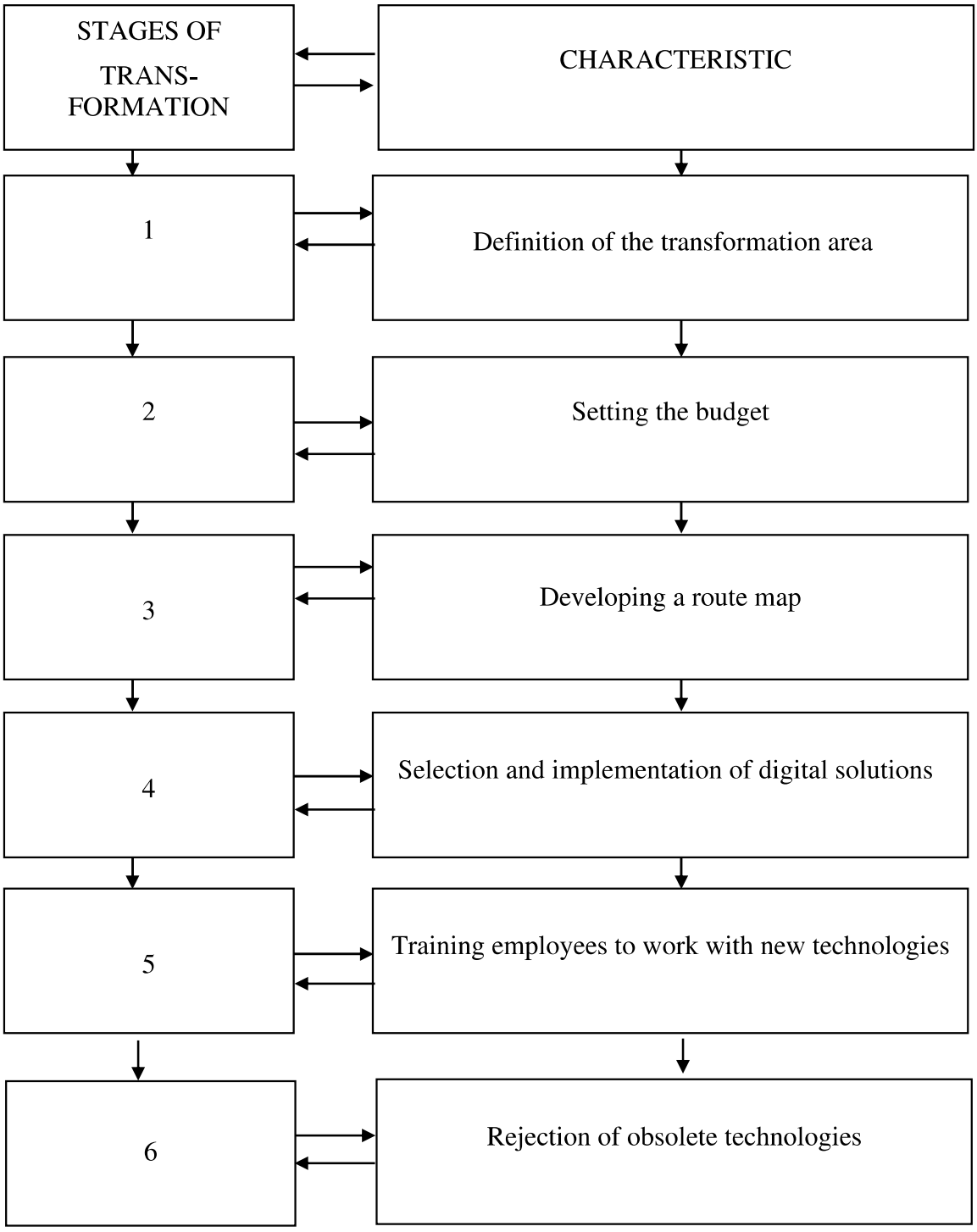
1. Digitize manual processes. If you have a lot of documentation, it is all digitized. Accounting for a warehouse with a huge amount of inventory is also going digital. Complex procedures for interaction with suppliers or clients are being digitalized. All data will always fall into a single database, and it will become easier to manage it. The risk of losing important information will be reduced to zero.

2. Introduction of smart technologies. Of course, digitizing processes and data involves using the necessary data tools. These tools themselves (artificial intelligence, data analysis) can have a strong impact on business [5, p. 459].

3. Changing corporate culture. Any changes in processes will change the nature of the work of company employees. It is necessary to train staff to use the new software and integrate digital tools into their usual routine. So that your technologies are used, and not just exist [14, p. 170].

These aspects of digital transformation are not sequential stages; on the contrary, they are closely related and interdependent. To succeed, you need to achieve harmonious and even progress in each aspect.

If we talk about the stages of transformation, they will be more clear and consistent (Picture 3).



Picture 3. Stages of a digital business transformation strategy

Source: Author's development

These are the specific steps that need to be taken to achieve the desired result. Let's look at them in more detail:

1. Determination of the area of transformation. First of all, you need to set a clear goal. What exactly needs to be transformed? How deep? What problem needs to

be solved and what goal should be achieved? Without specific answers to these questions, it is impossible to achieve results, which means all efforts (and resources) will be wasted [23, p. 44].

2. Determining the budget. When you have decided what exactly needs to be digitalized, you can think about the digital budget.

This can be difficult, so we recommend that you first familiarize yourself with possible solutions and their costs, and estimate the payback and profitability of their implementation. Specific cases in your niche can help.

3. Development of a route map. Everything is simple here, if we depict all our planned steps graphically, then we will get a route map.

But having specific initial data, the digitalization map can be detailed.

4. Selection and implementation of digital solutions. You have to decide which solutions and tools you will use for your transformation. Then find a contractor who will create them for you and put the plan into action.

5. Training employees to work with new technologies. The state will need to learn new processes and digital tools, which will take time and resources. The main task at this stage is to competently organize the transition process.

6. Refusal of outdated technologies. It is possible that there were already some point solutions or tools that did not show effectiveness. Sometimes they can be integrated with new solutions, but in general it is better not to hold on to the old and move to modern platforms at the first opportunity.

Digitalization can benefit a business, let's remember once again that it is applicable in absolutely any area. Digital transformation tools are so diverse that they help solve almost any problem of modern business.

– Supply Chain, Procurement and Manufacturing: This challenging area can be transformed into a profitable and low-labor process with the right technology. Routes can be optimized to reduce costs, warehouse operations can be rebuilt and placed under the control of a single center. Inventory management can also be entrusted to machines. The system can not only monitor the warehouse, providing

statistics, but also automatically re-order the necessary goods, taking into account your demand trends.

– Service industry and personnel management. A business where there are no products, but many people are involved, lends itself to digitalization. A customer relationship management system will help build and maintain communication and increase conversion. The performance of employees can be monitored, and their schedule and workload can be intelligently planned within a single system [15, p. 112].

– Healthcare. You can use digital technology to organize the work of doctors in a clinic, or manage a pharmacy warehouse. Moreover, you can monitor the condition of your patients in real time, offer them new services and provide prompt advice.

– Banking sector. Financial management is not just about banks; it is present to some extent in every company. All financial documentation can be stored in a single database, and any operation can be carried out in just a couple of clicks. At the same time, the system guarantees the security of each user's data, as well as the integrity and safety of company data. So, you can simplify and speed up financial management, while making the experience of your users even better [15, p. 112].

– Retail: Sales, both online and offline, also benefit from modern technology. You can not only advertise your product to potential customers, but also offer a convenient loyalty program, help you conveniently find your store or remind them about it, and also make shopping quick and convenient [15, p. 112].

– Automotive industry: This industry has seen the benefits of robotics and process automation the most. But what if we talk about more than just production? The sales funnel for the automotive industry is one of the toughest and longest. Automation will not only make it easier for your company to manage resources, but also improve interaction with customers [15, p. 113].

Many large companies (IKEA, LEGO, NIKE, DISNEY, MICROSOFT, AUDI) are introducing digital transformation into their lives [7]. Perhaps this is why they

became large, because communication with customers, increasing loyalty and creating interaction in the digital space helps expand the business.

Investing in digital transformation is not just a step into the future. This is a necessity for company growth, increasing profitability and building completely new, modern and advanced relationships with clients. Making the leap is a must, but how do you know if a company is ready for digital changes?

Initially, you need to think about the purpose for which this is being done. Understanding clear objectives will allow you to identify needs and find ways to meet them.

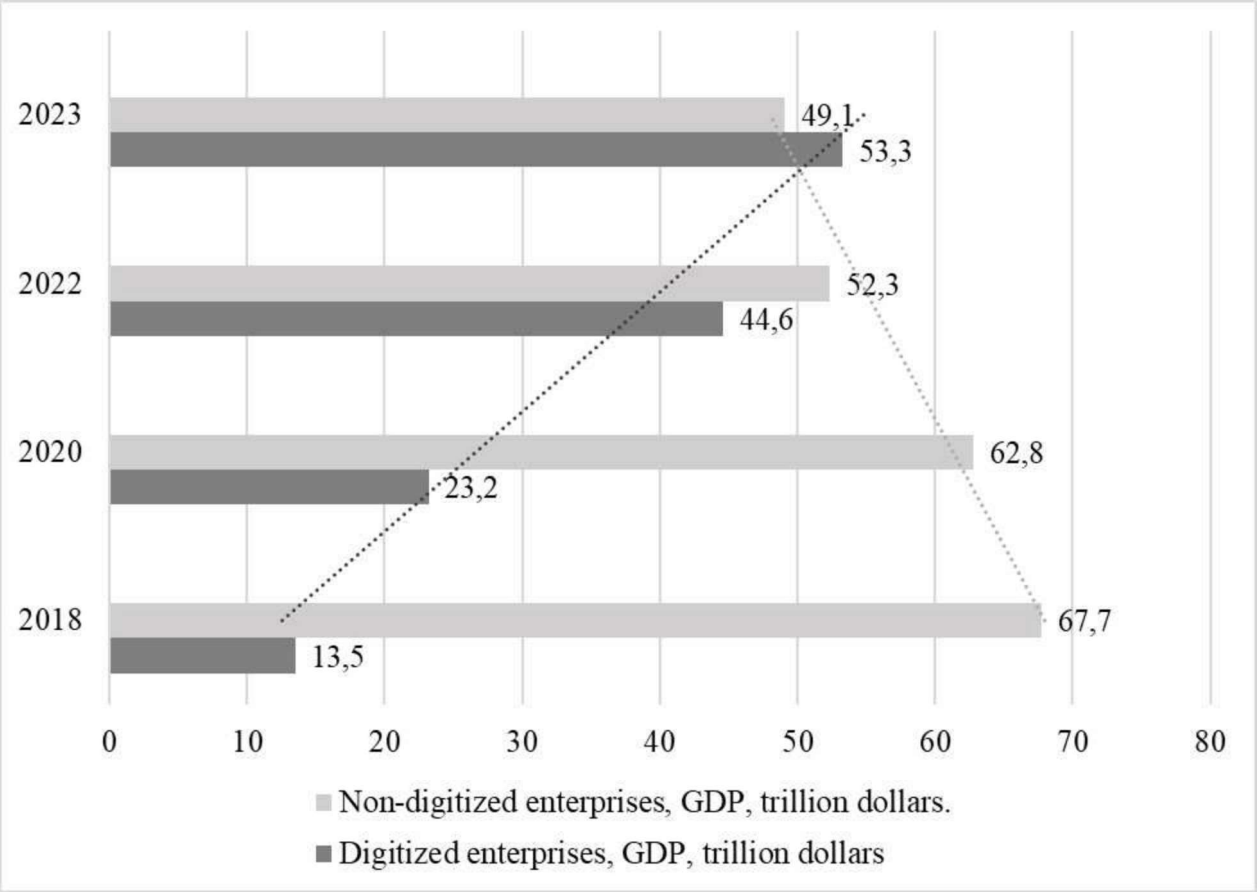
The digital economy is all economic activity that is ensured by the use of information and communication and other digital technologies. These are not only IT developments and scientific digital solutions, but also e-commerce, online services and business results.

According to forecasts, in the coming decade, about 70% of the created value will rely on digital products [1]. If in 2018 the amount of global GDP attributable to digitalized enterprises was 13,5 trillion US dollars, then already in 2023 this indicator is forecast at the level of 53,3 trillion US dollars (that is, almost four times higher), which will be more than half of the nominal global GDP (Picture 4).

The digital economy can be a factor of economic sustainability and a reliable source of tax revenue, as it is less dependent on physical assets than industry or agriculture. The resilience of the digital sector is most visible in crisis conditions.

The transformation of business strategies is, first of all, a change in traditional methods and approaches to the performance of various functions and operations that were established (functioned) in business, due to the use of modern technologies and innovations.

The purpose of such a transformation is to increase the efficiency and productivity of business processes, reduce costs, improve the quality of a product or service, and increase the level of customer satisfaction [20].



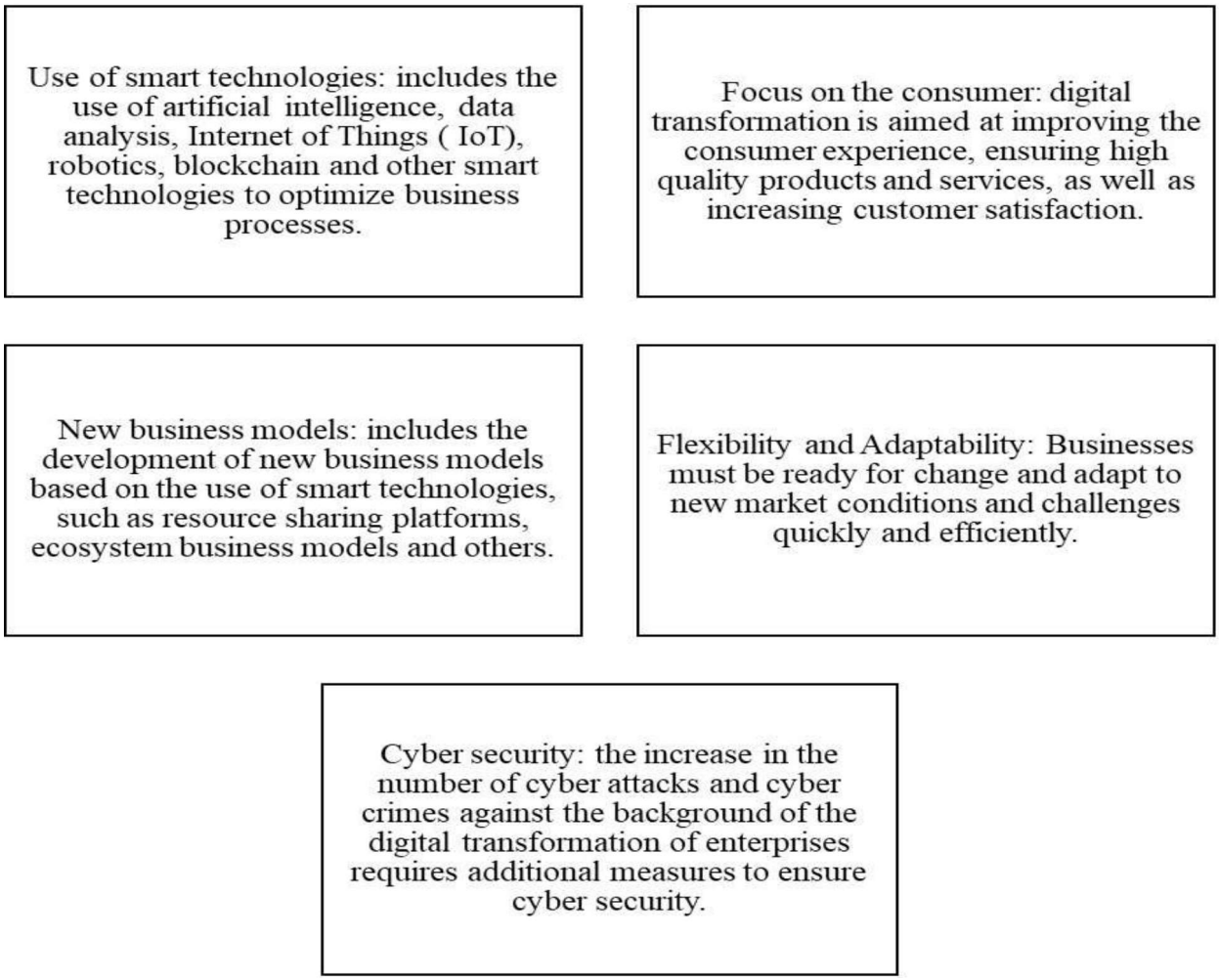
Picture 4. Digitized enterprises in world GDP, 2018-2023, trillion dollars

Source: Author's development

A change in business strategies also causes the transformation of business processes, which can be caused by a change in the company's business model and customer requirements, the regulatory environment, or simply as a result of the introduction of new technologies into the business environment.

An important component of the transformation of business processes is a cultural change in the organization, which consists in changing the approach to work and attitude to innovations. Today, such a transformation is caused by the process of digitalization, the formation of a new reality [20].

Features of digital transformation of business processes in modern conditions include the following components (Picture 5).



Picture 5. Components of digital transformation of business processes

Source: [8; 9; 16; 23]

The business environment is also changing due to digital technologies, products, tools and services that are now considered to be an essential part of today's social and economic environment.

Digitization significantly changes the way of thinking, motivation for decision-making, that is, not only from the point of view of productivity, but also from the point of view of economic behavior, organization and principles of work of business and the economy as a whole [11, p. 282].

Most of the leading countries are actively implementing digital strategies in international business by adopting various measures and approaches [12, p. 133].

Today, China, Singapore, Sweden, Estonia, and Japan are the undisputed

leaders in the implementation of digital strategies [16, p. 33].

So, for example, in Singapore, the strategy «Singapore in the digital economy mode» has been implemented, which is focused on the use of technology for the development of such industries as finance, medicine, transport, education, etc.

In Sweden, in addition to the active implementation of digital technologies in various fields, the concept of «digital citizenship» is quite interesting, which is aimed at ensuring digital security [16, p. 33].

China, in general, is today a world leader in digital technology, especially in the field of e-commerce and mobile payments. China actively uses artificial intelligence, Big Data and other advanced technologies to create innovative solutions in the fields of transport, health care, energy and others [12, p. 134].

The digital order of Ukraine offers two strategies for the development of the digital economy:

1. The basic strategy foresees the innovative continuation of the trends of perception of the innovative economy, development of human capital, digitalization of the economy as non-priorities, which will further lead to labor migration, inefficient economy, low competitiveness, and the state, which, if it will take standard and formal steps, then for their perceptible growth will not be enough. This strategy will have only a minor impact on the modernization of the economy, the development of the innovation market, innovative entrepreneurship, and the general state of digitization of the country.

2. The forced strategy provides for the elimination of legislative, institutional, fiscal and tax, currency and monetary barriers that prevent the development of an innovative economy, digitalization, the adoption of powerful measures to stimulate the digitalization of the economy and business sectors, the initiation by the state of large-scale transformational initiatives and digitalization projects in .h on the basis of modern models of public-private partnership. This strategy will contribute to nationwide economic growth, increase in economic effect, intensification of business

activities, and, therefore, tax revenues, GDP growth, improvement of the monetary and credit system, inflow of new investments, etc. [22].

The concept is a short-term and initial tool for the development and stimulation of internal markets for consumption, implementation and production of digital technologies, contains a vision of the transformation of the economy from a traditional (analog) to an effective digital one, defines the priority steps for the implementation of relevant incentives and the creation of conditions for digitalization in the real sector of the economy, society, education, medicine, ecology, etc., challenges and tools for the development of digital infrastructures, acquisition of digital competences by citizens, and also defines critical areas and projects of digitalization of the state [18].

The regional digitization team of the Ministry of Digital has developed an index of digital transformation of the regions of Ukraine [17; 18; 21; 22].

The purpose of the Index: to create a basis for researching the level of digital transformation in regional state administrations. The results will allow authorities, analysts, developers and other interested parties to optimize digitization processes in the region (Picture 6).

The index contains 8 main blocks:

1. Institutional capacity;
2. Internet development;
3. Development of TsNAP;
4. «Paperless» regime;
5. Digital education;
6. Business card of the region;
7. Penetration of basic electronic services;
8. Industry digital transformation [17; 18; 21; 22].

INDEX OF DIGITAL TRANSFORMATION OF REGIONS OF UKRAINE	Institutional ability Strategy of digital transformation of the region Regional informatization program Structural unit for digital transformation Auxiliary organizations	Development of TsNAP Formation of TsNAP The number of services at TsNAP Quality of services at TsNAP Automation of TsNAP Training of TsNAP employees Barrier-free and modernization of TSNAP
	Business card of the region Website of the Regional State Administration Geoinformation system Action. Business	Internet development Connecting shelters to high-speed Internet Facilitating access to infrastructure
	Digital education Reaching the population with digital education Educational information systems in institutions of general secondary education	Implementation of the regime "without papers" There is a document flow Action. QR / sharing / official validation for API and Diya-Diya Digitization of registers in OVA
	Penetration of basic e-services There is a baby Inventory of real estate objects Digitization of the social sphere	Industry digital Transformation Information protection and critical infrastructure resilience Policy in the field of cyber security Health care Civil protection There is democracy

Picture 6. The structure of the index of digital transformation of the regions of Ukraine

Source: [17; 18; 21; 22]

The index within Ukraine averages 0,632 points. The highest value was recorded in Dnipropetrovsk (0,908), Lviv (0,891) and Poltava (0,833) regions (Table 2).

Among these categories, the highest values are observed in the implementation of the «paperless» regime (0,697), institutional capacity, namely the presence of CDTOs and OVA digital teams (0,678), and in the penetration of basic e-services (0,666).

Table 2

Index of digital transformation of the regions of Ukraine in 2023

Name of the region	Index value	Name of the region	Index value
In general, for Ukraine	0,632	Cherkasy	0,672
Dnipropetrovsk	0,908	Khmelnytska	0,620
Lviv	0,891	Zhytomyr	0,560
Poltava	0,833	Chernihivska	0,553
Volynsk	0,831	Chernivtsi	0,546
Ternopilsk	0,827	Kirovohradsk	0,531
Kharkiv**	0,787	Mykolayivska**	0,441
Odesa	0,785	Luhansk*	0,404
Vinnytsia	0,777	Donetsk**	0,359
Zakarpattia	0,732	Kherson**	0,316
Rivne	0,727	Zaporizhzhia**	0,289
Ivano-Frankivsk	0,685	Sumy	0,178
Kyivska	0,684	Autonomous Republic of Crimea***	0,000

*The value of the index for the Luhansk region is indicated as of February 24, 2022.

** In the regions where active hostilities are taking place, the values are calculated for communities controlled by the Ukrainian Government.

*** ARC Crimea is Ukraine.

Source: [17; 18; 21; 22]

Thanks to the work of the CDTO, regions can implement digital reforms faster. However, in Kharkiv (57,1%), Kyiv (46,0%) and Mykolaiv (44,4%) regions, it is necessary to increase digitization teams [17; 18; 21; 22].

However, the important role of digitization as a way of modernizing the Ukrainian economy does not exclude its main problems.

The main problems of the digital transformation of the economy of Ukraine [10; 19]:

1. Underestimation of social and other dimensions of the development of the modern economy, for example, the heterogeneity of the development of Ukrainian regions.

2. A decrease in productivity in the field of production of digital technologies itself and, in turn, a slowdown in investment in their development.

3. Decreasing the qualifications of the production staff in the conditions of its transformation into an appendage of digitized productions, displacement of not only

low-skilled, but also medium-skilled labor.

4. An increase in the probability of technological failures and man-made disasters, information and digital manipulations and fraudulent operations in the non-production sphere.

5. The slowdown in the growth of the share of the digital economy in GDP, which is already observed in a number of industrialized countries.

6. Suppression of basic technological processes, scientific and technical innovations, as well as economic relations related to the social orientation of the economy of Ukraine.

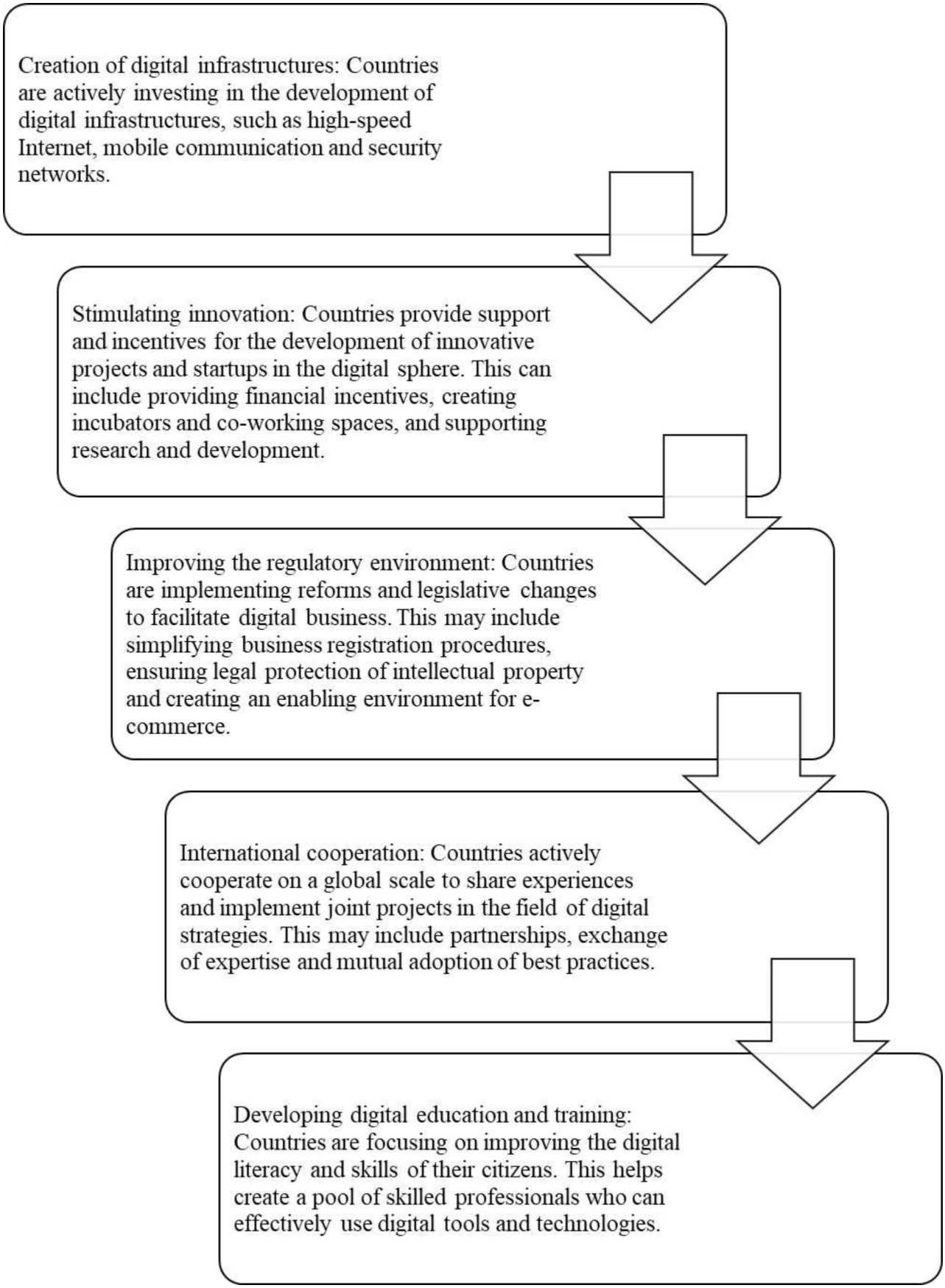
7. Threats to the economic security of the country, first of all, to its cyber and military-industrial security.

8. Exit of domestic IT companies from state control, taxation, etc.

9. Exacerbation of social contradictions during the mass dismissal of workers, reduction of the degree of social security due to the expansion of autonomy of participants of the network digital economy, strengthening of social inequality, including due to the existing digital inequality, transformation of socio-economic subjects into "screws" of technological progress.

Thus, there is a real danger of absolutizing the process of digital transformation of the economy of Ukraine, which has not strengthened after economic crises and political upheavals.

Digital technologies have become the basis for the creation of new products, values, and properties, respectively, the basis for obtaining competitive advantages in most markets. There is a digital transition from a kind of analog systems and processes of the industrial economy and information society to the digital economy and digital society. Therefore, it is possible to highlight some components that countries are actively engaged in to promote digital strategies (Picture 7).



Picture 7. Measures aimed at the development of digital strategies at the country level

Source: constructed by the authors according to

Source: [8; 9]

Summarizing the results of the conducted research, it is worth noting that the digital economy forms a share in the structure of the country's GDP and, at the same time, thanks to the implementation of digitalization processes, exerts a direct influence on the functioning of all other traditional sectors and spheres of the country's economic life, transforming them from a consuming economy, into an economy that creates resources, ensuring a new quality of economic reproduction, added value, competitiveness and increasing efficiency of socio-economic development.

But, in our opinion, it makes no sense to completely separate the digital economy from the real one, since the digital economy, in fact, is not a complete economy, but its part consisting of electronic goods and services.

The conducted analysis showed that the peculiarity of the development of the digital economy in Ukraine is that users and business are significantly ahead of the state and industry. Ukrainian small and medium-sized businesses already work quite freely on the Internet and mainly use digital methods to promote their services. But the state and large-scale industry in Ukraine are fundamentally behind. However, a well-balanced mechanism for the implementation of the digital economy strategy will allow Ukraine to significantly rise in international IT ratings and, accordingly, to significantly improve key indicators of the country's economic development. But for the successful implementation of this concept, it is necessary to implement business strategies for the digital transformation of the economy.

The following features of international business strategies for the digital transformation of society in modern conditions can be identified:

1. Global scale: In today's conditions, digital transformation is becoming a global phenomenon, covering not only individual countries, but also the entire world market. International business strategies of digital transformation are aimed at penetrating different markets, establishing global partnerships and using international resources.

2. Cultural diversity: International business strategies must take into account

the cultural characteristics and nuances of each country with which the enterprise interacts. Understanding cultural differences and being able to adapt to them helps maintain a competitive advantage and increase the success of implementing digital strategies.

3. Technological innovations: Society 5.0 involves the use of advanced technologies, such as artificial intelligence, the Internet of Things, blockchain, and others. International business strategies of digital transformation should contribute to the implementation of these innovations and the development of new digital solutions that meet the market needs of each country [2; 3; 4; 6].

4. Global competition: The conditions of Society 5.0 create new opportunities for global competition. International business strategies must take into account the competitive situation in the markets of different countries and develop effective strategies that allow them to take leading positions [2; 3; 4; 6].

5. Partnerships and cooperation: International business strategies in modern conditions are aimed at developing partnerships and cooperation with other companies, institutions and countries. The pooling of resources, expertise and innovative knowledge contribute to the implementation of digital projects at the international level.

All the listed features determine the need for the development of comprehensive and flexible international business strategies of digital transformation, which would take into account the unique characteristics of each market, promote global competitiveness and contribute to the creation of sustainable and innovative business in modern conditions.

Conclusions. Concepts and strategies for the further development of the digital economy of Ukraine, without getting carried away by one-sided technocratic approaches. Despite all the importance of digitalization of the national economy, we should not forget that the main vector of its development is, after all, the socialization of the economy, its performance, first of all, of social functions to ensure the well-being of Society 5.0 as a whole, today already through the effective use of digital and information technologies.

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