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THE DIGITAL TRANSFORMATION OF UKRAINIAN BUSINESS IN THE CONTEXT OF WAR: INTERNATIONAL EXPERIENCE

The digitalisation of business has become one of the key trends in the modern economy, helping to boost companies' efficiency, competitiveness and innovative potential. The adoption of digital technologies varies across different countries, depending on the level of economic development, government support and the availability of technological solutions.

In general terms, digitalisation should be viewed as the process of integrating information and communication technologies into all business operations with the aim of making them more efficient and flexible.

In Ukraine, the most accessible and widespread examples of digitisation and communication with state institutions include the Diya app, Netflix services, e-governance, online learning, and the broader transformation currently underway in the sectors of healthcare, education, tourism and security in Ukraine. On the one hand, businesses and their staff are consumers of such services, whilst on the other, it is common practice to set up businesses in these sectors.

Digitalisation therefore relates to the lion's share of activities undertaken by domestic, joint and foreign enterprises, and is fundamentally changing our lives and the way we communicate. Businesses that are going digital have no regrets and are moving forward. But this is only the beginning. There are countries where the experience of digitalisation is quite extensive; it encompasses all business processes and has its own nuances. From a scientific perspective, therefore, studying international experience can provide an invaluable source of information for innovation within domestic enterprises.

The issue of business digitalisation and international experience in this field has been studied by many scholars and experts from various countries: Erik Brynjolfsson and Andrew McAfee, Klaus Schwab, Clayton Christensen, Michael Porter, Thomas Davenport, Sunil Gupta, Marco Jancitti, and Jean Tirole. These researchers have made a significant contribution to understanding the issue of business digitalisation and developing strategies for the successful digital transformation of companies. Despite the substantial volume of research on this topic, the study of the specific ways in which digitalisation influences the formulation of business strategies, taking into account international experience, requires further analysis.

Publications regularly appear in the academic literature addressing topical issues regarding the digital transformation of entrepreneurship and business models; however, the terminology and the process of digital transformation itself have not yet been fully explored. Therefore, these issues are highly relevant and require further consideration. It is also important to consider the role of digital transformation in Ukraine's economic revival and progress. Ukraine's digital agenda, 'Ukraine 2030 – a country with a developed digital economy', defines the operational and strategic directions of digital transformation, development scenarios, and a list of digitalisation projects and initiatives.

O. Grebinenko has thoroughly examined the issues surrounding the digitalisation of the economy within the new paradigm of digital transformation [19, pp. 35–37], M.B. Prokopchuk investigated digital transformations in the economy, global experience and opportunities for Ukraine [20], whilst V. Fichuk, V. Matyushko and E. Chernev identified in their research the operational and strategic directions of digital transformation, development scenarios, and a list of digitalisation projects and initiatives [21, 22]. Cherep O. G., Dashko I. M., Bekhter L. A., and Pidlisny R. O. identified the main advantages and challenges of the digitalisation of Ukraine's economy [23, pp. 131–135].

However, to fully realise the potential of the digital transformation of business in wartime conditions, it is necessary to develop proposals for strengthening investment policy for the socio-economic development of the digital sector.

The aim of this article is to analyse the process of business digitalisation based on an examination of international experience. At present, the development of digital technologies should not be viewed as an end in itself. The primary objective lies in their effective implementation and application within companies' business operations. The sectors most frequently undergoing digitalisation are those related to banking operations, insurance, the telecommunications industry, as well as companies engaged in software development. This is evidenced by the market capitalisation of these companies, which allows them to allocate sufficient financial resources to the adoption of digital technologies.

In general terms, digital transformation can be characterised as the implementation of business processes and methods that enable organisations to compete effectively in an increasingly 'digitalised' world. Based on this definition, three key features of digital transformation should be identified:

1. Companies view digitalisation as a business response to the development of digital technologies and platforms, regardless of whether they initiated it or whether they generally approve of it.
2. Digitalisation is the integration of digital technologies into business processes. It should be understood that the technologies and platforms themselves are merely tools of transformation. Strategic vision, organisational structure, human resources management, and other factors play a significant role in this process.
3. One should not chase after specialised skills and knowledge in order to become competitive in the world of digital technologies. The difference between an effective 'digital' manager and one who is not is determined, first and foremost, by the manager's readiness for change and transformation. In today's environment of dynamic external factors, digitalisation can be a guarantee of significant success and the foundation for building and strengthening competitive advantages. The Boston Consulting Group (BCG) has published a study on the key advantages of companies that integrate digitalisation into their business processes. According to the results of this survey, top managers identified the following three main areas:

- improved launch of new products and services (78%);
- faster market entry (62%);
- effective management and cost reduction (60%).

Incidentally, the sample size is substantial, comprising over 700 company executives with a turnover exceeding US\$500 million. They note that business units' focus on digital technologies has grown significantly in recent years, meaning that digitalisation is driving ever greater change and exerting an ever-increasing influence on business. Over 90% of participants are already working on the digitalisation of their customer base, with around 70% of digital activities being carried out by business units rather than technology and IT departments [6].

It should be noted that a business's ability to transition its management to a digitalised basis depends on the availability in the country of such technologies and specialists capable of maintaining them. In this regard, let us analyse the state of affairs in Ukraine.

In the context of Ukraine's European integration, there is a need to join European programmes for digitalisation and the digital transformation of business. Worthy of note is the focus of European countries on increasing the use of cloud computing services by national companies; the rise in the digital intensity of small and medium-sized enterprises, with 90% of these economic entities involved in digitalisation processes; and a twofold increase in the number of private companies achieving a market capitalisation of US\$1 billion or more.

These strategic development priorities are reflected in the provisions of the '2030 Digital Compass: the European way for the Digital Decade' [3, 4].

Currently, a number of systems are in use in other countries that ensure an accessible level of digitalisation for micro, small and medium-sized enterprises, such as:

1. Digital platforms that enhance efficiency by reducing transaction costs and information asymmetries, supported by rating systems, leading to lower consumer prices, expanded market

access, increased competition, more efficient use of various resources, and greater flexibility among service providers.

2. Digital databases (cloud), which facilitate the transfer, processing and storage of data, simplifying work with large data sets and thereby optimising a range of business processes.

3. Digital applications that provide access to information about the product or service being offered. According to research by international organisations [7], the digital technologies listed above significantly facilitate and reduce the time taken to establish communication between the producer of a good or service and the customer.

However, in today's environment, business management must actively respond to changes in the external environment and develop and implement an effective management system, taking into account the transparency and structure of all business processes. Today, the use of digital technologies is becoming essential for many types of business operating in today's competitive environment, particularly to save time and avoid unnecessary costs. Digitalisation can offer many benefits, regardless of whether a company is switching from paper invoices to electronic invoices or completely overhauling all operations related to sales organisation for online optimisation and automated diagnostics. When implemented optimally, digitalisation:

- saves time by reducing or eliminating labour-intensive manual data entry processes;
- increases business flexibility by enabling organisations to anticipate challenges and plan solutions and responses to environmental changes;
- optimises workflows by automating processes and reducing or eliminating human inefficiencies caused by various factors (insufficient skills, stress, fatigue, poor health, overload, distractions, typing errors, etc.);
- facilitates decision-making based on up-to-date data by identifying patterns and preventing potential problems;
- reduces purely technical errors by automating processes susceptible to human error;
- increases efficiency by making the most of available resources;
- reduces operational costs by cutting the human resources required for processes previously carried out manually;
- improves the overall performance of the organisation by increasing the productivity of individual employees and teams (this is akin to the effect of eliminating bottlenecks);
- enhances customer service and engagement by implementing digital tools and strategies for customer-centric processes;
- improves the quality of data analytics through enhanced data collection and storage, as well as the generation of insights to aid corporate decision-making;
- facilitates automation by fostering a culture of minimal manual intervention in labour-intensive or repetitive conversations, operations, actions and communications;
- enables rapid decision-making by evaluating and redefining existing processes, whilst exploring new, available or emerging alternatives;
- increases revenue by creating advanced sales and marketing systems based on efficiency and automation, driven by up-to-date data. The concepts of digital transformation have been relevant for the past few decades. Consequently, most developed countries are closely monitoring the trends in the development and implementation of digitalisation elements relevant to the information society.

It should be noted that the introduction of digital technologies into a company's operations brings a number of benefits, such as increased production flexibility and improved efficiency of the company's business processes.

These advantages stem from the proactive adaptation of production process parameters and the integration of information across the various stages of the product lifecycle. They arise from the specific features of enterprise management in the context of digitalisation: a focus on stimulating investment and innovation, technical and technological modernisation of production, the creation of a digital ecosystem, an interactive environment and a rapid response to change; the collection, processing, analysis and forecasting of large data sets in real time; and rapid decision-making. For the state as a whole, the benefits of digitalisation should be considered to include: the emergence of

a new source of GDP growth, the creation of new jobs, and the more efficient use of available resources.

However, the benefits of digitalisation are not achieved automatically at any level. A number of potential risks arise during the process of its development:

- gaps or inconsistencies in the regulatory framework, and a lack of institutional infrastructure;
- threats to data security.

Thus, for organisations and government bodies, there is a risk of computer system breaches, theft of personal data and other sensitive information, and associated fraud; for users of connected applications:

- the risk of breaches of privacy, as well as potential ‘market power’ of consumers;
- the potential for job losses and structural changes in the global labour market, which could trigger social and economic instability;
- technological risks;
- a shortage of skilled personnel due to the changes taking place, as well as a low level of awareness regarding the implementation and use of ICT;
- a widening gap between the levels of economic and technological development across countries and among different population groups, depending on both their economic well-being and their ability to participate actively in the digitalisation process, which could lead to significant digital inequality;
- the difficulty of measuring and assessing benefits due to the ‘invisibility’ of the digital economy;
- costs associated with unreliable and expensive energy conservation.

Today, digital transformation is one of the most important tools for enhancing a company’s competitiveness in the context of large-scale digitalisation across various spheres of life. This is because digital transformation significantly influences the ways in which business is organised and managed, marketing effectiveness, resource availability, cost reduction, and even the achievement of economies of scale for the company.

Consequently, companies that utilise digital technologies are becoming market leaders and gaining a significant competitive advantage. In the digital world, outdated management methods that led to success in the past will no longer serve companies well. Large companies are particularly vulnerable to the digital revolution due to their large customer base, substantial profits and, at times, inconsistent customer service quality. To succeed in the digital economy, companies will have to do more than simply change individual business processes or make adjustments; they will need to transform all of the company’s business processes, change their approaches to human resources management, and explore new, ‘digital’ opportunities for interacting with customers.

Digital transformation is not just about implementing technology, but also about changing mindsets and approaches to business. It enables companies to become more efficient, innovative and adaptable, which is a key factor for successful competition in today’s rapidly changing world.

The government supports digitalisation through the ‘Industry 4.0’ programme, which aims to digitally transform manufacturing and boost the competitiveness of the German economy. Germany is also actively investing in the development of digital infrastructure, including 5G networks, making it one of the key players in the global digital economy. Furthermore, it can be noted that all three countries – Poland, France and Germany – are actively working to enhance cyber security, which is a critically important aspect in the digital age. They also cooperate at the international level, particularly within the European Union, to develop common standards and regulations in the field of digital technologies. This enables them not only to maintain their leading positions but also to serve as an example for other countries seeking to succeed in digital transformation (Table 1).

Ukraine has significant potential for digital transformation, but currently lags behind countries such as Poland, Germany, and France. This lag is due to a number of factors, including insufficient investment in digital infrastructure, lower levels of digital literacy among the population, and limited government support [11]. The experience of European countries can serve as a useful guide for Ukraine. They demonstrate how systematic government support, infrastructure investment, and digital literacy development can lead to rapid progress in digital transformation. Ukraine has every opportunity to become one of the leaders of the digital economy in its region, but this requires

consistent action and strategic planning [8]. Comparative statistics on the digitalization of these countries are presented in Table 2.

Table 1. Comparison of business digitalisation in Ukraine with that of other countries

Criterion	Ukraine	Poland	France	Germany
Level of internet penetration	80%	90%	92%	95%
Volume of e-commerce	\$5 billion	\$20 billion	\$120 billion	\$100 billion
The fintech sector	Monobank, PrivatBank	BLIK, mBank	Lydia, PayFit	N26, Wirecard
Use of cloud services	Medium	High	High	Very high
Investment in digital technologies	Low	Medium	High	Very high
State support	The 'Dія' Programme	Investment in 5G	The 'France 2030' programme	The 'Industry 4.0' programme
Level of production automation	Low	Medium	High	Very high
Digital government services	Developing	Developed	Developed	Very developed
Training of IT staff	Shortage of skilled workers	Medium level	High level	Very high level

* *Author's own development*

Digital transformation should be based on clear leadership, control and setting the necessary indicators. Management plays a key role in shaping corporate culture and cooperation with personnel, as significant changes often cause resistance from employees. It is also important to motivate and convince personnel of the need for a positive effect of transformation and the importance of this process for improving indicators of performance and efficiency. The issue of personnel training is particularly acute, precisely because new technologies require different levels of knowledge, skills and abilities in their use. An important stage is also the decommissioning of outdated technologies, as this allows for efficient use of resources and avoidance of duplication of costs, whether financial, labor or intellectual. A business can choose any vector in development, guided by its mission and available tools for influencing processes.

Digital transformation contributes to the emergence of various business and network platforms or ecosystems, acting as a catalyst for updating the components in the structure of business models. The emergence of platforms is made possible by technology and the increase in the amount of data generated by consumers (but most of this data can be freely available), as well as by social aspects such as networking or information sharing. The digitalization of an enterprise's business model provides a systematic view of the key areas of its functioning that are being formed and can serve as a direction for further prospective research and be used as a starting point for making management decisions regarding digital transformations. The digital transformation of business processes is aimed at companies that make decisions quickly, quickly adapt their processes to the requirements of today

and quickly respond to the needs of their consumers. In particular, new opportunities are created through such innovative methods of corporate development. Such innovative methods include:

Table 2 Comparative statistical data

Indicator	Ukraine	Poland	Germany	France	Notes
Digital Economy and Society Index (DESI, 0-100)	45.2	58.7	78.9	74.3	Germany leads in digital integration
Share of companies using AI (%)	15%	28%	45%	40%	Ukraine lags behind, but is rapidly developing AI startups
Internet coverage of the population (%)	82%	92%	98%	95%	High growth of mobile internet (4G/5G) in Ukraine
Digitalization spending (% of GDP)	2.1%	3.2%	4.0%	3.7%	Poland is actively investing in IT infrastructure
E-Government Index (0-1)	0.68	0.85	0.93	0.90	Germany has the most developed online government services
Share of e-commerce in total sales (%)	9.5%	16.3%	21.0%	18.8%	France has a strong online trading market
Global Cybersecurity Index (GCI, 0-100)	70.5	83.4	91.2	87.6	Ukraine improves protection against cyberattacks
Enterprises with CRM systems (%)	35%	52%	75%	70%	Germany leads in CRM usage
Level of digital skills of the population (%)	62%	74%	88%	82%	Ukraine has a high potential of IT specialists
Number of IT startups (thousands)	2.1	3.8	6.5	5.2	Poland is growing rapidly in technology

** Author's own development*

1) collaborative work on projects using cloud technologies that allow for efficient use of enterprise resources;

2) use of strategies to obtain and monetize mobile traffic, which has already exceeded the traffic of fixed devices;

3) use of standard solutions to effectively solve problems and save time. A wide range of applications, extensions and connectors helps to optimize the functioning of the enterprise, reducing the time required for implementation and configuration.

The mentioned and other digital transformation tools reduce entry barriers in many industries. Starting and developing a business becomes easier thanks to the various tools offered by digital transformation. It is important to note that digital transformation of business has the following advantages:

- reduces costs;
- allows you to avoid wrong decisions;
- controls costs;
- controls cash flow;

– promotes effective management decision-making based on data and much more.

It is also important to note that digital business transformation using innovative technologies such as Big Data and artificial intelligence provides the ability to effectively analyse information flows for quick management decisions, offer personalized services to customers, and predict market behaviour of companies. However, without a clear strategy and clear vision, any enterprise, regardless of its size, will not be able to effectively manage digital changes. Therefore, it is important to note that digital transformation helps businesses move in a certain direction and achieve their planned goals.

In general, the digital transformation of domestic business is defined as a promising direction for increasing the competitiveness and development of all business participants.

The main advantages of this process for Ukrainian entrepreneurship are:

- 1) presence in the digital space, which increases the visibility of enterprises;
- 2) new channels of interaction with customers;
- 3) emphasis on the customer as the basis of business;
- 4) improved decision-making;
- 5) increased efficiency and productivity;
- 6) stimulation of innovation;
- 7) facilitation of communication and teamwork through new digital tools.

In 2022, the world was waiting for the recovery of the economy due to pandemic losses, but the large-scale military invasion of the Russian Federation into Ukraine destroyed previous hopes for a stable economic and social life. The intensification of global inflationary processes began in 2020 as a result of the pandemic, as the governments of most countries introduced large-scale lockdowns for the population and strict restrictions on entrepreneurship.

The war has significantly slowed down the Ukrainian economy, and there has been a significant decline in business activity. This has been most noticeable in those regions where ground hostilities are ongoing, while other territories of Ukraine are suffering from the disruption of logistics chains and the loss of labor due to emigration, forced migration, and involvement in the state's defence capabilities. In today's rapidly developing digital space, Ukraine interacts with a unique set of challenges and opportunities in the field of business transformation. As our country overcomes the difficulties of war and digital transformation, it is extremely important to understand global trends in investing in digitalization and the formation of a digital economy. Moreover, the Ukrainian economy needs to respond to these global processes, while solving the corresponding challenges that arise at this intersection. The integration of the latest digital technologies into the economic processes of Ukraine is an important aspect of the development of domestic entrepreneurship. Achieving a high level of profitability of business entities and ensuring stable successful long-term development is problematic without comprehensive digitalization of all necessary processes. In modern conditions, the use of digital technologies by Ukrainian business has become a guarantee and an opportunity for its dynamic growth and development of competitiveness in tough competition. That is why these leading technologies are actively used to analyse the internal and external environment, optimize business processes, and conduct operational and strategic planning.

Digital technologies are an integral part of the modern economic and civilizational process. Each industry uses modern information and technological achievements in one way or another in its business activities. For the most part, today the success of an enterprise is measured not only by many years of successful activity, the presence of major assets, but also by the ability to change, the adaptation of its business to new conditions. After all, digital transformations accelerate adaptation to modern business challenges. The steady development of digital technologies requires increased attention to the processes of their implementation and use, because ignoring modern digital trends mainly leads to the collapse of the business. Usually, the implementation of information technologies in enterprises is inextricably intertwined with the improvement of their organizational structure and business processes, which is a complex and extremely important process, and requires the necessary justification of such expediency.

Long-term observations of digital transformations reveal that decisions in the field of updating information technologies are made mainly not on the basis of an analysis of the needs of enterprises,

but under the influence of advertising, prestige, fashion, user desires, etc. Today, many problems on the way to digitalization of entrepreneurship are caused by mediocre management of digitalization at the enterprise level and the high cost of investments in digital technologies. Business leaders often manage their companies, mostly taking into account their personal vision, experience, intuition and unstructured awareness of the dynamics and state of development of digital technologies.

However, in the context of the research topic, we can undoubtedly state that Ukrainian business is persistently integrating into general global digital trends and is trying to take a worthy place in this environment. Therefore, the research topic of the introduction of digital technologies in the activities of enterprises is extremely relevant, since the digital industry is steadily developing. The processes of digitalization of the Ukrainian economy and global trends in investing in the digitalization of entrepreneurship raise important questions and challenges for the country. The need to coordinate investment policy with radical changes in the digital economy is becoming increasingly urgent. Therefore, understanding and accepting such digital trends is an important basis for sustainable economic development. The integration of digital technologies into all spheres of the state and society will contribute to the acceleration of the achievement of economic and social goals, indicating a more effective and high-quality way forward. Given the current rating of Ukraine in terms of the level of digitalization, it is extremely important for the state to determine the priorities of digital transformation as a means of accelerating development.

The modern development of enterprises in the context of digitalization is determined by the challenges and opportunities they face in the context of rapid technological progress. In the context of global competition, digitalization is becoming not only a tool for increasing efficiency, but also a necessity for the survival and development of business. The market requires enterprises to flexibly adapt to new technologies, the ability to adequately respond to the dynamics of development in the digital environment and changes in consumer preferences. Digital transformation stimulates the optimization of business processes of enterprises and creates competitive advantages, provides the ability to respond promptly to consumer needs.

One of the main goals of the digital transformation of business in Ukraine is to increase the share of IT in the country's GDP to 10%. Along with other things, this will create favourable conditions for investors - an open market, transparent tax and customs systems, and improved labor market supply. Among the main events in the field of digital transformation of Ukraine, it is appropriate to highlight the following.

Within the framework of the World Economic Forum (WEF) in Davos, on January 17, 2024, at Ukraine House Davos, the Ministry of Digital Transformation of Ukraine, together with the Swiss Agency for Development and Cooperation (SDC), held an event dedicated to the development of digital Ukraine. It presented the domestic experience of developing a digital state, in particular: the WIN-WIN innovation development strategy to create benefits for all parties involved, the implementation of the "Mriya" project, which will promote the digital transformation of certain areas, and projects on car customs clearance in "Diya" and increasing transparency in the work of customs [1].

According to the results of 2023, significant achievements in the field of digital transformation were the results of the work of the fundraising company UNITED24 with over half a billion USD of funds raised; the launches of the "eRecovery" program, as a result of which 34.5 thousand applicants received payments for a total of 3.2 billion UAH, and the "Bravel" cluster, which financed 137 developments for 2.3 million USD, etc. In addition, 39 new electronic services were implemented on the "Diya" portal and application, and the number of service users increased to 19.9 million citizens; 221.8 million UAH was attracted for Ukrainian business within the educational and grant programs of the "Diya. Business" network of centres and the "EU4Business" initiative [17]; favourable conditions were created for UAV manufacturers, thanks to which the number of drones on the front increased hundreds of times; 25 thousand Starlink terminals and 900 Tesla Powerwall devices were delivered, which provide backup power during blackouts; the development of fixed Internet and mobile communications, resistant to power outages, etc. was ensured [2].

The opening in Kyiv in 2024 of the world's second (after the German GGTC Berlin) GovTech-center platform, which will conduct the digital transformation of the government and the development of e-governance and digital skills, will be possible thanks to the agreements on a partnership for the development of digitalization between the Ministry of Digital Transformation of Ukraine and WEF. Thanks to the GovTech-center, Ukrainian start-ups and innovators will be able to exchange experience with foreign partners and accelerate digital reforms in Ukraine, despite the challenges of a full-scale war [3].

The Ministry of Digital Transformation of Ukraine, together with the Public Union "Virtual Assets 2030", conducted a study "Web3 for Ukraine: a dialogue with founders" [4], the purpose of which was to identify the main factors limiting the development of the web3 industry in Ukraine. As an innovative branch of the digital economy, web3 predicts significant technological progress for Ukraine and the promotion of its post-war recovery based on blockchain technology. The latter allows you to store data in a secure, distributed network, interact and create innovative applications and services through the use of smart contracts. The technology is based on the economic concepts of decentralization (transfer of significant powers and budgets from state bodies to local governments) and tokenization (the process of replacing a confidential data element with a non-confidential equivalent - a token) and facilitates the management of digital assets, cryptocurrency, token trading and the use of centralized services, including in the fields of finance, insurance, education and entertainment. According to the Deloitte report, the industrial metaverse and generative artificial intelligence (GenAI) are a new trend in 2024, which will usher in a new era in the digital landscape. According to the company's analytics, revenues from the industrial metaverse could reach \$ 100 billion by 2030. USA, significantly exceeding the consumer (up to 50 billion USD) and corporate (30 billion USD) segments. Analysts also point to the potential growth of the global market for digital twins from 6.5 billion USD in 2021 to 125.7 billion USD in 2030, which is enhanced by the use of augmented reality. It is predicted that global markets for augmented reality will be able to reach a capitalization of 38.6 billion USD by 2030, demonstrating an annual growth rate of 35%.

From January 9 to 12 of this year, Ukrainian start-ups that were selected as part of the Ukrainian Start-up Fund competition represented Ukraine at the International Consumer Electronics Show (CES) in Las Vegas, USA, and demonstrated digital business technologies that will contribute to changes in the creation of high-value-added production chains and the strengthening of their own technological ecosystems at the state level [5].

During 2023, with the support of international partners, 14 national stands of Ukraine were implemented at the largest sectoral international exhibitions in the world within the framework of the "Action. Business" project. Representatives of 129 Ukrainian companies in the food, furniture, machine-building, pharmaceutical industries and the IT sector had the opportunity to present their products and services on the markets of the EU, USA, UAE and Japan and sign export contracts worth 352.3 million hryvnias. Other projects worth 184.7 million hryvnias are at the signing stage. In addition, the European Business Bridge grant competition raised €3.75 million for vouchers for 1,500 Ukrainian businesses affected by the full-scale war [17].

At the exhibition, Siemens announced the launch of the AI-based Industrial Metaverse initiative¹. This will help accelerate innovation and increase the resilience of entire industries [6]. The shared use of corporate AI in the metaverse is already enabling key battlefield challenges. This is also supported by the Pentagon's SKYblue initiative, which helps create databases for situational analysis and use AI in financial and human resource management systems, taking into account possible risks. The World Economic Forum (WEF) Global Risks Report, held in Davos, Switzerland from January 15 to 19, 2025, identified disinformation, particularly AI-generated disinformation, as the most serious risk for 2024–2025 [7]. The Bletchley Declaration, adopted by 28 countries around the world, is aimed at global cooperation in the field of artificial intelligence security [8].

After the adoption of the Law of Ukraine No. 2074-IX "On Virtual Assets" of February 17, 2022, over the past two years, many changes have occurred in the regulation of the virtual asset circulation industry that require coordination. The draft laws on virtual assets No. 10225 and No. 10225-1 [9] have been submitted to the Verkhovna Rada of Ukraine for consideration, which are aimed at creating

favourable conditions for the web3 sector in Ukraine, adopting a special tax regime for taxation of income from transactions with digital assets, and implementing a classification of virtual assets and types of service providers' activities (Markets in Crypto assets, MiCA) synchronized with the European regulation, related to the circulation of virtual assets that require authorization [10]. The Cabinet of Ministers adopted a resolution approving the provisions on the Unified Information System of the National Informatization Program, which will allow for faster implementation of digital technologies, creation, modernization and development of information and information and communication systems, informatization tools, as well as increasing cyber protection of critical information infrastructure [11]. Thanks to the Unified Information System, state bodies and local governments will be able to communicate with each other more quickly and make effective decisions. As part of the project "Strengthening the Resilience of Communities in the Regions of Ukraine" with the support of the UK Government, a regional forum "Digitalization in Ukraine 2024" was held in Lviv on January 18–20. Based on the results of the 2023 work, the Ministry of Digital Transformation of Ukraine summarized the Digital Transformation Index of the Regions of Ukraine and assessed the effectiveness of digital solutions of the Chief Specialists in the Digital Transformation of Regions (CDTO) and the digital teams of the OVA according to new measurement indicators, in particular in the areas of healthcare, civil security and accessibility of administrative services, which reflect indicators of capacity in the economy, digital skills, infrastructure, public services and digital transformation of local governments, which contributes to the faster implementation of digital reforms [12].

Over four years, CDTOs have successfully implemented more than 210 unique cross-sectoral projects, which made it possible to implement regional digitalization initiatives in various regions of Ukraine.

In January 2024, a new platform for the development of the technological ecosystem "UK-Ukraine TechBridge" was launched between Ukraine and the United Kingdom within the framework of the Good Governance Fund project "Revitalization of the Business Climate in Ukraine" (financed by UK International Development from the UK government), which will combine the potential of the Ukrainian IT industry and the experience of the British technology sector to launch and implement large-scale joint innovation projects, educational programs in IT and trade development [13].

The Cabinet of Ministers adopted a resolution expanding the powers of the Ministry of Digital Transformation of Ukraine in the field of cloud services and the State Service for Special Communications as a regulator of communication services in this area [14]. Cloud technologies significantly help in the digitalization of state institutions and data protection. In addition, the Ministry of Digital will be responsible for the launch and operation of the educational application "Mriya" and the introduction and operation of "eExcise", which will allow building a transparent tobacco and alcohol market.

In 2023, the receipts of excise tax from excisable goods (products) produced in Ukraine and imported into the customs territory of Ukraine to the general fund of the state budget of Ukraine amounted to UAH 103.4 billion, which is 115.9% of the revenue indicator proven by the Ministry of Finance of Ukraine [15].

The main decisions of the World Radiocommunication Conference (WRC-23) of the International Telecommunication Union (ITU), which was held in Dubai (United Arab Emirates), will be of great importance for Ukraine in ensuring national interests and developing equal international cooperation in the use of the radio frequency spectrum in the context of identifying new resources to support technological innovations, strengthening global communications, expanding access to frequency and orbital resources, as well as improving security at sea, in the air and on land [16], especially considering the Russian Federation's systematic violation of the provisions of the ITU Statute and Regulations and the illegal use of the radio frequency spectrum in the temporarily occupied territories of Ukraine. The amendments to the ITU Radio Regulations define: additional spectrum for the international mobile radio communication (IMT) system; the 2 GHz and 2.6 GHz bands for the use of IMT base stations, which offers a new platform for providing mobile broadband with minimal infrastructure; new frequencies for fixed satellite service earth stations operating while in motion; the

introduction of new electronic navigation systems to improve communications in the Global Maritime Distress and Safety System; obtaining new usable resources for satellite broadcasting, etc.

The government's declared strategic goal of increasing the share of IT in the country's GDP in the digital transformation of the economy by 2024, the implementation of innovative projects in 2024 regarding the study of external markets and the state of resilience of the domestic economy will contribute to attracting significant unused resources to meet the needs of rebuilding the Ukrainian economy, replenishing the state budget, and developing domestic digital ecosystems with high added value.

Using digital technologies to overcome war-related difficulties and planning for recovery, focusing on some of the war-related difficulties, takes a deeper look at e-commerce as a way to mitigate the impact of trade disruptions and digital security for enterprises as a way to improve risk management and promote overall cyber resilience. On the one hand, the Ukrainian e-commerce market has been growing, facilitated by policy measures and increasing compliance with EU standards; but data show that businesses use e-commerce to a limited extent: only 4.2% of small businesses, compared to 10.5% of large companies, sell online. Targeted support would be useful, in particular to help them reduce shipping costs and time, increase awareness of market opportunities, and monitor changes in laws and regulations. On the other hand, while Ukraine has demonstrated cyber resilience, limited implementation of the strategy and cooperation with stakeholders have hampered the effectiveness of digital security policies. SMEs remain particularly vulnerable to digital security risks, increasing their vulnerability in a context where the country is facing an increasing number of Russian and alleged Belarusian cyber-attacks. Ukraine could therefore consider measures that help small businesses better manage digital security risks, while increasing cooperation between stakeholders and strengthening the policy framework in the long term.

The organization of electronic information exchange between firms allows to significantly increase the efficiency of activities, in particular, it leads to a decrease in communication costs, a decrease in the number of personnel involved in the processing of outgoing and incoming documents, reduces the time for organizing various operations, and also ensures the speed and accuracy of obtaining information, and a high speed of financial settlements. In a broad and general sense, electronic business is carried out in electronic form. Electronic business should be understood as the implementation of main business processes using Internet technologies. Today, electronic business is developing dynamically, and entrepreneurial activity in traditional segments of the economy is adapting to the requirements of the "new economy" and is fully or partially transferred to cyberspace. The advantage of electronic business is its mobility and efficiency, thanks to which more effective management decisions are made.

For the development and improvement of electronic business in Ukraine there are opportunities and resources, namely - human potential, qualified specialists, the number and quality of payment systems and services of Internet providers, which are constantly growing, and the improvement of the legislative framework for the functioning of electronic business.

With the development of computer networks and information and communication technologies, information systems are used for automated business management at enterprises, which are also developing rapidly and allow to increase the efficiency of enterprises.

Information systems on an enterprise scale have become increasingly common, as commercial enterprises are expanding worldwide and the organization's management decisions have been transferred in such a way that local managers can gain more autonomy in decision-making, but in order to make the right decision, it is still necessary to be aware of the activities of the entire organization. The following information systems are used at enterprises:

- ERP systems (Enterprise Resource Planning System) – resource management systems;
- SCM systems (Supply Chain Management) – logistics supply chain management systems;
- CRM systems (Customer Relationships Management) – customer relationship management systems.

For example, SAP SE offers customers many interesting products that the company has divided into several categories.

Enterprise Resource Planning or ERP is the company's most powerful product. The modern version is known as SAP S/4HANA, designed for large businesses. It offers a new approach to resource management (personnel, products, warehouse inventory, money). The SAP system contains many different modules, in particular, artificial intelligence for solving production and planning tasks. The platform covers all business processes of the enterprise, from working with manufacturers / suppliers / customers to the perfect adjustment of internal work.

SAP S/4HANA is a modern version of the previous SAP ERP system, the last update of which was released in 2016. In 2027, support and maintenance of the legacy version will be discontinued. However, if the company cannot switch to SAP S/4HANA, you can purchase the SAP ECC 6.0 Enhancement Pack 8 extension, valid until 2030.

ERP and Finance.

Users of this package can use the cloud version of SAP S/4HANA. In addition, the offer is suitable not only for large, but also for small and medium-sized businesses. It allows you to work with the following modules:

- CRM - allows you to improve the quality of service, encourage customers to make the next purchase, increase sales;
- HR management;
- Supply chain management;
- work with finances - planning and analysis, accounting, cash flow management, etc.

Another interesting module is risk management and cybersecurity.

Other products.

Other packages contain offers aimed at solving specific tasks:

- Service Management, the task of the package is to maximize customer satisfaction.
- Spend Management (SAP SRM) - working with suppliers, contracts, invoices, etc.
- Supply Chain Management (SAP SCM) - planning, logistics, production, product lifecycle management, corporate assets.
- Human Capital Management (Human Capital Management) - quality control, HR analytics, talent management, sales efficiency.
- Business Technology Platform (Business Technology Platform) - creating business sites / applications, planning and predictive analytics, using artificial intelligence in the company's work.

Thus, the user can find a convenient package, depending on the needs of the business and budget.

SAP SE Corporation is the largest developer of corporate software in Europe. The organization was called System Analysis Program Development (System analyse Programmentwicklung), which stands for "System Analysis Program Development". Later, the name was shortened to SAP.

The new software was called "Real-Time System". SAP was actively developing, and in 1992 it was known not only in Germany, but also in many countries around the world. It offered interesting technological solutions that worked stably, and gradually began to displace similar programs from other developers. This allowed SAP to become a monopolist in the market in 2003 [18].

The SAP system is actively entering the Ukrainian market and allows you to significantly simplify business, and it is not enough to simply connect computers and other equipment of the enterprise to it. It requires that no employee sabotage its work, make updates to the database. Information provided late or not provided at all can lead to erroneous analysis and decisions that are fatal for the business. Therefore, if you decide to automate the work of the company, special attention should be paid to training personnel, convincing employees of the importance of timely work with the system.

SAP SE offers products for both large and medium-sized and small businesses. The software provides the ability to scale, so the company can quickly install the necessary modules during growth.

It is worth noting that the platform will be relevant not only for business. It can be successfully used by public, charitable, sports organizations, foundations, scientific and medical institutions, etc.

The platform provides the ability to implement modules created by another developer. This provides additional opportunities for adapting the system to the needs of your business.

SAP S/4HANA is updated once a quarter. The developer promises that support will be available at least until 2040.

Joining the European program for digitalization and digital transformation of business, namely the SAP system, will allow automation of all business processes, which will reduce the risk of errors, allow departments to interact qualitatively, improve the work of employees, allow expanding the capabilities of the system in the future, work with data of various types.

SAP S/4HANA is able to cover all the needs of a large company, use artificial intelligence to assess the current situation, prospects, and the effectiveness of solutions; has flexibility of configuration, which allows you to make the system to the needs of the customer, the ability to use the platform for different needs - business, public and charitable organizations, state services, etc., quick updates and technical support (except for outdated versions), support for different languages, and adapt the user interface to your taste.

In modern conditions, the development of an enterprise generally depends on a set of changes that lead to the strengthening of its competitive status, the ability to resist the destructive forces of the external environment, the emergence of new qualities. Strengthening development provides the organization with new characteristics, features, capabilities and qualities that significantly contribute to the ability of the enterprise to implement new functions, increase the ability to withstand dangerous challenges and strengthen its position in the environment. One of the main changes in the system of enterprise activity is the use of digital tools and data analytics for decision-making. Thanks to digital technologies, enterprises can access a significant amount of data about their activities, the market and customers, which helps to make more objective and quick decisions. Digital transformations also affect the organizational structure of the enterprise and communication. New technologies and tools contribute to reducing bureaucracy, increasing communication transparency and cooperation between different departments and employees. In addition, digital transformation affects interaction with customers [24, 25].

Thus, digital transformation plays an increasingly prominent role in the economic recovery and reform of all sectors of the Ukrainian economy. Digital transformation also ensures progress in Ukraine's accession to the EU and plays a significant role in the introduction of innovations that will facilitate the realization of new digital opportunities. During the full-scale war, the Ukrainian information and communication technology sector continues to demonstrate growth.

The business models of the world's largest companies are aging and no longer provide the same value to consumers and high profits as they once did. New technologies, including digital platforms, are inevitably transforming companies' business processes. The digital economy is already changing consumer preferences, production methods, and has the potential to disrupt entire sectors of the economy. As a result, business models are undergoing radical changes, changing both the value proposition and the methods of monetization and strategic control, as well as the requirements for critical competencies and operating models.

Before the war in Ukraine, digital solutions were actively implemented in various sectors, such as banking and finance, agriculture, food production, and energy. Digital transformation in this context played a key role in ensuring the effective functioning of society, affecting democratic participation, education, and public services. During the war, digitalization became a lifeline for the Ukrainian people and economy, along with essential services. The Ukrainian government has adapted its digital platforms for education, public service delivery, and other aspects important for wartime conditions. Digitalization has also become an integral part of the process of reconstruction and modernization of the economy. Ukraine must continue to adhere to a digital approach to reconstruction. The digital transformation of business in the context of the military conflict in Ukraine has created both challenges and opportunities. Harnessing the potential of digital technologies, aligning investment policy with global trends, and using digital transformation as a catalyst for economic progress will be key to Ukraine's stable growth and resilience in today's challenges. As Ukraine continues to grapple with the challenges of war, it is crucial to harness the full potential of digital business transformation in the post-war recovery of the country's economy. And digital technologies play a key role in this process.

Summarizing the above, we can confidently conclude that digital technologies predict the future of global entrepreneurship and Ukrainian in particular. Today, business processes are changing faster

than ever before. It can be argued that the digital era has come and reigned in the world, because digital technologies are present in virtually all areas of life - from household to high-tech and industrial. Thanks to rational innovative solutions, the processing of large amounts of information is significantly simplified, the use of limited resources is optimized, and accordingly, underestimation of modern digital transformations will lead to the collapse of business in the future. After all, businesses that track the latest trends in digital transformations are competitive, capable of solving challenges, and fast and flexible communication with consumers. Ukraine's orientation to advanced global standards and values predicts such a transformation of the national economy, the purpose of which is to achieve sustainable development goals. Such progress will ensure not only sustainable economic growth and minimizing the negative consequences of crisis phenomena, but will also make it possible to steadily improve socio-economic indicators. In the context of implementing such transformations, adherence to the goals and principles of sustainable development in enterprise management is of particular importance. The introduction of information technologies and innovative solutions will allow accelerating all transitional processes and ensuring optimization of enterprise development management and its economic activity in martial law conditions. Digitalization of business process management entails optimizing the use of resources and information through the use of modern information technologies to increase enterprise productivity and increase profits. Digitalization not only contributes to the emergence of new types of business that meet urgent challenges and needs, but also increases the efficiency of existing business models. In general, the digitalization of entrepreneurship in wartime conditions not only helps companies survive, but also creates the basis for future development. Businesses that invest in digital technologies and innovation will be able to overcome challenges more effectively, adapt faster to new realities, and develop new markets.

Investing in the digitalization of enterprises will ensure resilience in crisis conditions, promote the development of innovative approaches and create competitive advantages that will contribute to long-term growth and development. It has been established that the integration of digital technologies significantly increases the productivity of enterprises, optimizes work processes and leads to a reduction in costs. Automation and analytics, the use of cloud technology data, allow a better understanding of customer needs and adjust products or services accordingly. Universal coverage through digitalization allows businesses to expand their market and attract new consumers regardless of their location on the world map. Digitalization of entrepreneurship stimulates innovative processes and the development of new products and services, allows businesses to be adaptive and flexible to market changes. Therefore, constant analysis of markets, the study of successful cases and correction of strategies to obtain optimal results are important; and digitalization is becoming a key factor in the success of enterprises, which helps to adapt to changes, ensures sustainability and competitiveness in the long term. Behind the digitalization process is the future of both international and Ukrainian entrepreneurship. During the war, for most Ukrainian enterprises, this is the only way to maintain stability and continue development.

That is why digitalization creates conditions for business competitiveness in the market. In the future, digital transformation will enter all spheres of the economy and enterprises must respond to these changes. Such a process will allow optimizing both leading and supporting business processes, and for Ukraine, this will allow solving key problems in wartime conditions. Having completed all stages, enterprises will be able to rationally use resources, reduce the need for finance and personnel, automate most production processes, increase sales and establish communication with customers. Even before the war in Ukraine, digitalization was actively implemented in various sectors of the economy: banking and finance, food production, agriculture and energy. Digital transformation in such conditions played a decisive role in ensuring the effective functioning of the economy and society, influencing the democratization of the state and public services.

During the war, digitalization significantly helped the state, the economy and the Ukrainian people, along with basic services. The Ukrainian government has adapted its digital platforms to provide public services, education, and other aspects important for wartime conditions. The digitalization of entrepreneurship has also contributed to the process of reconstruction and modernization of the

economy. The digital transformation of entrepreneurship in the context of the military conflict has created both challenges and opportunities in Ukraine. Implementing the potential of digital technologies, aligning investment policy with global trends, and using the digital transformation of entrepreneurship as a catalyst for economic progress will be of paramount importance for the stable growth and resilience of Ukraine in the face of current challenges. As Ukraine continues to be at war, it is extremely important to fully utilize the potential of digital business transformation in the post-war reconstruction of the state's economy. Digital technologies must play a key role in this process. During the largest war in Europe since 1945, Ukraine, as a digitalized state, must find the necessary basis for resilience for economic recovery and victory. Our country is forced to actively expand opportunities for technological progress and economic reconstruction, as evidenced by systematic work on mobilizing additional financial resources and expanding international cooperation in the field of digitalization of entrepreneurship, attracting investments and loans, directing them to increase the growth potential of the Ukrainian economy and strengthening digital integration. In general, it can be argued that improving the digitalization of entrepreneurship is not only important, but also extremely necessary for maintaining and strengthening its competitiveness. Digitalization opens up new opportunities for enterprises to optimize business processes, reduce costs and expand sales markets. At the same time, this creates challenges associated with the need to adapt to the latest technological changes and increasing requirements for digital competencies of personnel. Successful digital transformation allows enterprises not only to survive in war conditions, but also to develop in conditions of global competition. The introduction of advanced technologies allows for the creation of new business models that meet modern market conditions and expands the possibilities for developing innovative goods and services. Such actions lead to increased economic activity, investment attraction, and an increase in living standards.

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Abstract. At the current stage of global economic development, the relevance of digital transformation—against a backdrop of intensifying international competition at both the level of individual businesses and entire economic sectors—is fuelling growing interest in the challenges and opportunities presented by the digital economy. As information and communication technologies develop, the whole world is gradually transitioning to a digital format. The penetration of digitalisation in different countries varies both in terms of its impact on economic development and the diversity of business models. Digitalisation not only allows for the improvement of existing business models and the transformation of business processes, but also enables a significant leap forward in business and the creation of new competitive advantages. The digital transformation of international business makes a significant contribution to sustainable economic growth and enhances the competitiveness of core industries and innovative sectors of the economy. Digital technologies

enable businesses to automate simpler processes and eliminate intermediate stages in more complex processes, thereby significantly increasing the flexibility of companies, which can now utilise their resources much more efficiently.

The use of digital technologies is becoming essential for many businesses operating in today's competitive environment, particularly for saving time and avoiding unnecessary costs. Digital transformation is becoming an integral part of modern business, evolving from a concept into a vital strategic component. This process involves the implementation of modern digital technologies, changes to business processes and the organisational culture, with the aim of improving the company's efficiency, innovation and competitiveness. However, digital transformation also presents its own challenges. The need for changes in organisational culture, training staff in new technologies, ensuring data privacy, the impact and policies regarding social inequalities, accounting for changes in the labour market, and cybersecurity risks all require attention and resources. Digital transformation is not just about implementing technology, but also about changing mindsets and approaches to business. It enables companies to become more efficient, innovative and adaptable, which is a key factor for successful competition in today's world.

Keywords: digitalisation, business, international experience, technology, transformation.