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## DIGITAL ECONOMY: OPPORTUNITIES FOR TRANSFORMATION OF ENTREPRENEURIAL STRUCTURES

**Purpose.** To analyze the stages of digital transformation of entrepreneurial structures and identify the levels of transformation.

**Methodology.** In the process of scientific research on the digital economy and the transformation of entrepreneurial structures, the following methods were utilized: expert assessment (involving experts from various fields of economic activity allowed for additional conclusions and recommendations regarding the possibilities of implementing digital technologies in entrepreneurial structures), scenario modeling (by developing various scenarios for the implementation of digital initiatives, the potential consequences and results of each were investigated), systems analysis (enabled considering the interrelations between various aspects of digital transformation and its impact on the economy and society as a whole), and marketing research (helped identify market needs and requirements for the implementation of digital solutions and products).

**Findings.** The research considered the stages of digital transformation of entrepreneurial structures, which involve assessing the current state and readiness of the enterprise for the implementation of digital transformation; studying the potential offered by digital transformation and its effective implementation; investing in advanced digital technologies and the development of new digital products; designing and releasing products and services based on advanced digital technologies; controlling the transformed business and implementing advanced digital technologies and innovative business models. Advantages of digital transformation of business models are considered, which involve increasing the number of customers, enhancing customer satisfaction, increasing lead generation, traffic growth. The authors identified six levels of “digital transformation” of entrepreneurial structures, describing the stages of changes in business models caused by digital transformations: unsystematic level, opportunities monitoring, replicable level, results-driven, achieved controlling, and optimized level.

**Originality.** A stage of digital transformation of entrepreneurial structures has been proposed: controlling the transformed business and implementing advanced digital technologies, which allows tracking the implementation of the strategy and achieving goals in the context of digital development. The authors highlighted such stages of digital transformation of entrepreneurial structures as opportunities monitoring and achieved controlling, which, unlike those existing in the scientific community, play a key role in the path of digital transformation of entrepreneurial structures.

**Practical value.** The analysis conducted confirms the relevance of issues related to the digital transformation of entrepreneurial structures, the formation of changes in views on stages and levels of digital transformation in accordance with current trends and uncertain conditions. The research results can be taken into account and practically implemented when forming policies for the digital transformation of entrepreneurial structures, regardless of the field of activity.

**Keywords:** *digital economy, digital transformation, digitization, entrepreneurial structures, analysis*

**Introduction.** In the modern world, adapting entrepreneurship to the conditions of the digital economy is critically important for innovative development. The speed of technological changes is rapidly accelerating, presenting new challenges for both global leaders in digitization and those already engaged in the process of digital transformation, as well as those who are just beginning their journey.

The implementation of the “digital” economy is accompanied by the adoption of advanced technologies and processes (production, financial, managerial, social, etc.), shaping the characteristics of the organization and development of entrepreneurial structures. This, in turn, leads to a range of positive consequences.

The digital economy is a complex and diverse phenomenon, and there is no single agreed-upon definition of this term among scholars today. However, the most widespread interpretation is that the digital economy encompasses all types of economic activity based on the use of digital technologies. The scale and scope of such activities are changing rapidly and the

impact of the digital economy on the economic development of a country is becoming increasingly evident.

In Ukraine, this economic process began to develop actively much later than in countries with highly developed economies, influenced by various factors. Primarily, this was determined by internal and external factors that slowed down Ukraine’s adaptation to digital technologies and economic shifts.

The modern global economy is facing new challenges arising from the global implementation of competitive digital technologies. The global economic space is undergoing a process of virtualization and transformation into a digital format, accompanied by a revision of the forms of organizing economic relations.

The digital space is becoming increasingly significant, serving as a platform for the integration of economic, political, and cultural aspects of human activity. This requires society to adapt to new operating conditions, focusing on e-business and digital technologies. These areas are at the center of attention for various economic entities.

The formation of the global era of the digital economy is grounded in the flourishing of information technologies, which serve as a crucial source of economic growth and soci-

etal progress. This underscores the exceptional relevance and practical significance of issues related to digital transformation, the definition and development of digital systems, and the expansion of digital economy infrastructure.

**Literature review.** The challenges of transforming entrepreneurial structures in the conditions of the digital economy attract significant attention from both domestic and foreign scholars, as well as practitioners. The perspectives of scholars such as Alpakova V. are reflected in the exploration of changes not only in the external environment of the enterprise but also in its internal context [1].

Veretyuk C. and Pilinsky V. point out that the digital economy is a key component of the modern economy, where the main assets are the knowledge of subjects and immaterial production – a crucial factor in defining the information society [2].

These changes encompass a wide range of functions, starting from the automation of procurement and ending with sales, marketing, and harnessing the potential of digital technologies for the development of entrepreneurial structures. While these views place a primary emphasis on the implementation of digital technologies, they also acknowledge the importance of the process of change itself.

Chmeruk G., Kralich V. and Burlakova I. rightly underscore that a key element of transformation in the conditions of the digital economy is not only the adoption of new technologies but also a shift in approaches to thinking, decision-making processes, and the formation of business culture.

This transformation encompasses a broad spectrum of aspects, including thinking and leadership styles, as well as the adoption of new business models to enhance the efficiency of interactions with customers, suppliers, and partners of entrepreneurial structures [3].

However, indeed, there is currently no complete and universally accepted picture of transformative changes in entrepreneurial activity in the context of digital transformation. Many aspects of this process remain insufficiently examined and require further research and attention. An important task is the continued exploration and analysis of these aspects for a better understanding and preparation of economic entities for the challenges of the digital economy.

In the contemporary understanding, the digital economy represents a sphere of economic activity where key means of production are based on digital data, including numerical and textual information. It relies on the use of digital computer technologies and is sometimes referred to as the “internet economy”, “new economy”, or “web economy”.

One of the key objectives of the digital economy is the transition from processing material atoms to processing informational bits. Such an economy involves the production, sale, and delivery of products and services through computer networks.

In the scientific community, the main components of the concept of the digital economy have been identified, encompassing various aspects of the digital economy and society as a whole (Fig. 1) [4].

The digital economy is based on information and communication technologies and digital technologies, which are rapidly evolving and spreading today, influencing the traditional economy. This influence transforms it from a model that primarily consumes resources to a model that actively generates resources.

This occurs because digital technologies allow the optimization and automation of many processes that previously required significant material and human resources. They also create new opportunities for business and entrepreneurship, including the expansion of online commerce, the implementation of artificial intelligence and analytical systems, and the use of big data for making more informed decisions. All of this leads to increased productivity and competitiveness of the economy as a whole.

According to the research by S. Kolyadenko [5], the digital economy is based on the production of electronic goods and

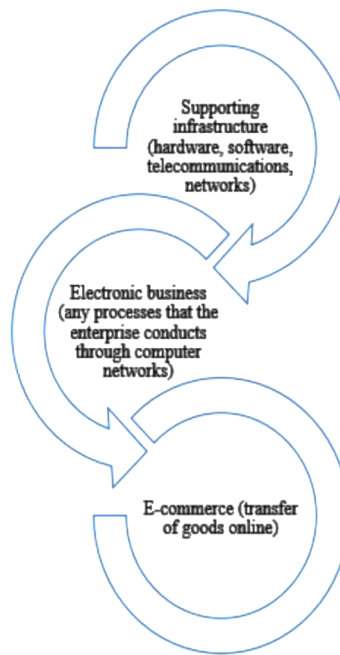


Fig. 1. Aspects of the Digital Economy and Society as a Whole

services created by high-tech business structures and distributed through electronic commerce.

Apalkova V. emphasizes that the digital economy is a significant source of innovation, competitiveness, and economic progress [1].

Considering these perspectives, it can be said that the digital economy not only reforms the modern economic model but also contributes to the creation of new opportunities for business and entrepreneurship. Knowledge and high-tech approaches become key factors in achieving a competitive advantage in the digital era.

Research indicates that many authors consider innovative and digital technologies as the primary catalyst for transformations both at the level of entrepreneurial structures and in the economy as a whole. Information and Communication Technologies (ICT) are recognized as a leading factor in the modern economy and the foundation for transforming entrepreneurial structures into the digital sphere.

Summarizing various approaches to the digital economy, it can be defined as an economy that actively utilizes digital technologies and engages in the production and trade of digital goods and services in the virtual sphere. It combines software, infrastructure, organizational, and legal aspects to ensure sustainable economic development and represents a system of organizational-technical relations based on the use of digital ICT and real-time networks.

This definition emphasizes the deep penetration of digital technologies into all spheres of economic activity, including the economy. They enable the coordination and exchange of information in real-time through the Internet and information and communication technologies (ICT). The digital economy is based on advanced scientific achievements and progressive technologies aimed at accelerating the development of industry and the service sector, enhancing the competitiveness of the country.

The application of digital economy principles contributes to the transformation of entrepreneurial structures for the production and implementation of highly competitive products with high added value, the creation of new jobs, and the search for effective solutions in the social, cultural, and environmental spheres.

**Unsolved aspects of the problem.** Research in the field of digital transformation of entrepreneurial structures is a crucial step in improving business processes in modern conditions.

While it has a solid scientific foundation and rationale, it requires further detailed analysis of digital changes, their stages, and levels of transformation.

Particular attention needs to be given to studying the impact of digital transformation on the country's economy, especially in the context of the current rapid development of digital technologies and the acceleration of digitization in key business processes.

Continuing research in this area will provide a deeper understanding and offer specific recommendations for the effective implementation of digital technologies in modern entrepreneurial structures.

**The purpose of the article:** to analyze the stages of digital transformation of entrepreneurial structures and distinguish the levels of transformation.

**Methods.** In the process of scientific research on the digital economy and the transformation of entrepreneurial structures, in addition to the methods mentioned above, other approaches to analysis were also utilized. Several of them can be highlighted:

1. Expert assessment: involving experts from various economic sectors allowed for additional insights and recommendations regarding the opportunities for implementing digital technologies in entrepreneurial structures.

2. Scenario modeling: by developing different scenarios for the implementation of digital initiatives, it was possible to investigate potential consequences and outcomes for each.

3. Systems analysis: this approach enabled the consideration of interconnections between various aspects of digital transformation and its impact on the economy and society as a whole.

4. Marketing research: this facilitated the identification of market needs and requirements concerning the implementation of digital solutions and products.

Expanding the methodological foundation of the research will contribute to a deeper understanding of opportunities and prospects for entrepreneurial structures in the current conditions of the digital economy.

**Results.** The digital transformation of entrepreneurial structures has paved the way for continuous changes and transformations in the market environment, giving rise to new niches and technological opportunities for achieving strategic management objectives. This process has given birth to a new type of entrepreneurship – digital entrepreneurship. It not only provides new opportunities for businesses but also imposes new tasks and responsibilities on enterprises.

With the emergence of new markets and competitors in the digital space compared to traditional “offline” business, competition becomes more intense. However, the lack of a unified approach to norms and regulations governing business relations often leads to an unfair and non-transparent competition.

For instance, in the digital space, unfair practices such as attacks on computer systems to block user access, the use of SEO optimization methods to lower a competitor's website ranking in search engines, hacking servers to delete or alter information on a website, and others are prevalent.

To foster fair and honest competition in the digital space, it is essential to consider and implement effective legal regulations for these relationships. Such an approach will create conditions for sustainable and ethical development of digital business.

Understanding the essence of digital entrepreneurship and its differences from traditional forms of business is a crucial step for entrepreneurs to successfully adapt to the digital environment. This enables the effective utilization of online business advantages. Only under such conditions does competition for users, customers, and market positions become fair and objective.

Research results indicate that digital economic relations are not just a random series of events. It is a complex system of electronic communications and entrepreneurial activities that provide the ability to obtain clear data on consumer attitudes toward a brand in real-time. It allows for building a system of

advantages for visitors and satisfying their needs in products, goods, and services as efficiently as possible.

In general, digital entrepreneurship opens numerous opportunities for businesses but requires a deep understanding of its characteristics and differences from traditional forms. The new digital environment allows enterprises to interact effectively with consumers and respond quickly to their needs, creating broad prospects for development and competitiveness.

The digital transformation of entrepreneurial structures is a complex process, as discussed by domestic researchers, including G. G. Chmeruk, in three stages [3]:

1. The first stage involves the implementation of individual modern digital tools, such as drones for delivering goods to remote production sites, expansion through augmented reality, and others. However, leaders of entrepreneurial structures may not always clearly understand how these innovations relate to business processes in the overall context.

2. At the second stage, entrepreneurial structures recognize the need to invest in digital projects. This allows for creating the highest added value for the existing business model, defining expected outcomes from implementation, assessing risks associated with changes to the existing business model through the adoption of new digital technologies.

Given the above, the stages of digital transformation are illustrated in Fig. 2.

The first stage of digital transformation, “Assessment of the current state and readiness of entrepreneurial structures for the implementation of digital transformation”, is a critically important step on the path to successful transformation. It involves a comprehensive analysis of various aspects, including technological infrastructure, human potential, the presence of necessary knowledge and skills among personnel, and the readiness of organizational culture for change.

This process allows identifying the strengths and weaknesses of entrepreneurial structures in the context of digital transformation. Identifying problematic areas helps avoid unforeseen difficulties and maximally leverage the advantages that digital initiatives will bring.

It is also crucial to have a clear understanding of the staff's readiness for digital changes. Training and developing employees' capabilities can prove to be a key element in the successful transformation. Consideration should also be given to risk

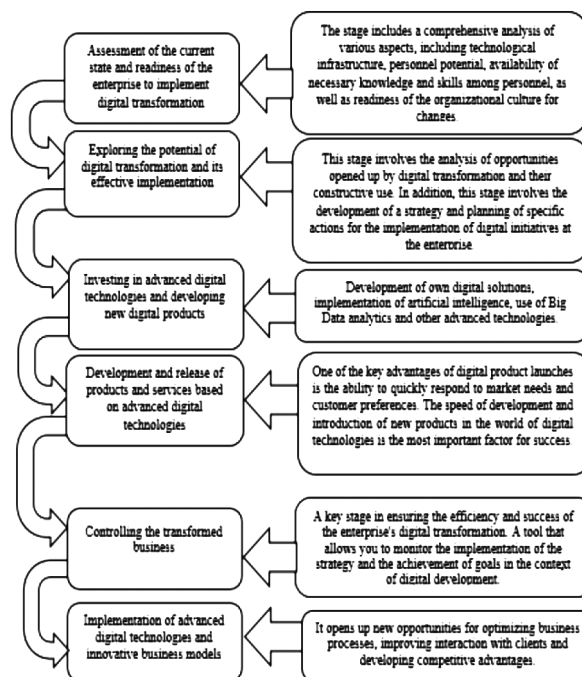


Fig. 2. Stages of Digital Transformation of Entrepreneurial Structures



management opportunities and responding to potential negative influences from the external environment.

In general, assessing readiness for digital transformation is a fundamental tool for developing an implementation strategy and achieving success in this complex process.

The second stage, “Exploring the potential offered by digital transformation and its effective implementation”, involves studying the potential provided by digital transformation. It encompasses not only an analysis of the opportunities opened up by digital transformation but also a deep exploration and evaluation of their impact on various aspects of entrepreneurial structures.

Effective implementation of digital initiatives involves not only the use of new technologies but also careful consideration of their impact on all aspects of the business. This means analyzing potential benefits, risks, and costs associated with each project.

In addition, developing a strategy and planning specific actions are necessary steps in implementing digital initiatives. This allows for a structured preparation of all necessary steps, identifying responsible individuals, and allocating resources required for the successful implementation of projects.

The third stage of digital transformation, “Investing in cutting-edge digital technologies and developing new digital products”, is an extremely important strategic step for entrepreneurial structures in the conditions of the modern digital economy. It allows businesses not only to maintain competitiveness in the market but also to gain new opportunities for growth and business expansion.

Investing in advanced technologies enables companies to stay ahead of competitors and be at the forefront of innovative progress. This may include developing proprietary digital solutions, implementing artificial intelligence, utilizing Big Data analytics, and other advanced technologies.

Creating new digital products expands the range of services that a business can offer to its customers. These can include mobile applications, online platforms, interactive solutions, and more. Such products can be highly attractive to modern consumers and open new sources of revenue.

It is important to consider that investing in digital technologies requires not only financial resources but also competence within the team, readiness for change, and adaptation to the new realities of the digital world.

The fourth stage of digital transformation, “Development and release of products and services based on advanced digital technologies”, is a strategically important component of success for entrepreneurial structures in the modern digital era. This opens up numerous opportunities for expanding the customer base, improving the user experience, and providing unique competitive advantages.

One of the key advantages of releasing digital products is the ability to quickly respond to changing market needs and customer preferences. The speed of development and implementation of new products in the world of digital technologies is a crucial factor for success.

Additionally, digital products provide businesses with the opportunity to conduct detailed analysis of user behavior, allowing for the improvement and customization of products to meet specific consumer needs. This is a crucial aspect in achieving customer-centric objectives [6, 7].

Products based on digital technologies can also serve as a source of additional revenue for entrepreneurial structures. For instance, mobile applications often offer the possibility of selling additional content or services within the app itself.

The fifth stage of digital transformation, “Controlling the Transformed Business”, is a key stage in ensuring the efficiency and success of the digital transformation of entrepreneurial structures. This is an important tool that allows monitoring the implementation of strategy and the achievement of goals in the context of digital development.

One of the primary functions of controlling is monitoring financial indicators and the efficiency of expenses related to digital transformation. This enables the timely identification of

potential costs and optimization to maximize the profit from digital initiatives.

Additionally, controlling includes the analysis of the results of implementing digital projects and evaluating their impact on key performance indicators of entrepreneurial structures. This helps identify successful practices and timely adjust failures.

Furthermore, controlling the transformed business should involve monitoring changes in demand and consumer behavior in the conditions of the digital economy. This allows for adapting the strategy to changing market conditions and ensures a competitive advantage for entrepreneurial structures.

The sixth stage of digital transformation, “Implementation of Advanced Digital Technologies and Innovative Business Models”, is a necessary element for the successful digital transformation of entrepreneurial structures. This opens up new opportunities for optimizing business processes, improving customer interactions, and developing competitive advantages.

The implementation of advanced digital technologies allows for the automation of routine operations, increasing production efficiency, and reducing costs. This may involve the use of artificial intelligence, machine learning, blockchain technologies, the Internet of Things, and other innovative solutions.

In addition, it is essential to consider the adaptation of business models under the influence of digital transformation. This may include transitioning to subscription models, developing online platforms for sales, and utilizing data analytics to enhance market interaction strategies.

Thus, the utilization of advanced digital technologies and business models is a key component of successful adaptation to the conditions of the digital economy. It enables enterprises to be competitive, efficient, and prepared for future challenges [8, 9].

Managers and teams of enterprises must be prepared for a comprehensive approach and careful analysis before implementing digital innovations. It is crucial not only to adopt new technologies but also to effectively use them to achieve the strategic goals of entrepreneurial structures [10].

The digital transformation of business models endows entrepreneurial structures with numerous advantages:

1. **Increased Customer Base:** Digital transformation stimulates interest and improves interaction with customers. Through online channels and active communication, a business can gather information about customer needs and opinions, influencing their decisions.

2. **Enhanced Customer Satisfaction:** Consumers increasingly use technology for product and service search, learning, and comparison. This contributes to improved customer satisfaction.

3. **Increased Lead Generation:** The implementation of digital solutions attracts consumer attention to the products and services of entrepreneurial structures, leading to an increase in the number of people wanting to learn more about the company or engage with it.

4. **Traffic Growth:** The use of digital advertising channels leads to an increase in the number of new customers and consumers. They use the Internet to search for necessary products and services.

The mentioned advantages underscore the importance of digital transformation for enterprises in the modern competitive environment. However, it is crucial to remember that successful digital transformation requires a comprehensive approach and a deep understanding of customer needs and expectations.

Currently, entrepreneurial structures actively shape a balanced portfolio of digital projects, considering both short-term and long-term perspectives. Additionally, they refine the monitoring system and update these projects.

A digitalization strategy allows for the structuring of efforts and the use of “anchor points” to achieve success. For example, Uber clearly formulated its digital future as “connecting riders and drivers through technology”. The initial steps in this direction included creating a user-friendly app for requesting rides and the ability to pay with a credit card. The company then expanded its range of services, including premium taxis,



affordable rides (UberX), ride-sharing (Uberpool), and even the development of the OTTO project for autonomous freight transport [11, 12].

This example illustrates how a clear strategy and consistent implementation of digital initiatives can lead to successful digital transformation for a company. Developing an effective strategy is a key stage in this process [13].

We propose outlining six stages of “digital transformation” for enterprises, describing the stages of changes in business models caused by digital transformations (Table).

These stages demonstrate that digital transformation is a complex process that requires the gradual implementation of digital initiatives and the development of internal competencies in digital technologies. The problem for many domestic enterprises lies in the absence of organized business processes. Without a clear structure, these processes become obstacles to a full transition to the digital sphere. Therefore, digital transformation should follow a certain sequence to achieve the best results [14, 15].

The first step in this direction is a detailed analysis of the current IT state. Entrepreneurial structures that realize the importance of digital transformation should carefully assess their readiness for it [16]. This involves creating a development concept, conducting an audit of the current state of readiness

for digital transformation, analyzing customer needs, setting goals, defining priorities for digital development, and ensuring the necessary resources for implementing changes.

An analysis of readiness for digital transformation will allow the enterprise to determine and evaluate its level of digital maturity. This will enable the construction of an effective model for implementing changes in the enterprise, a crucial step in the realization of successful digital transformation [17, 18].

A study conducted by McKinsey in 2021 indicates that 68 % of leading global enterprises have already undergone digital transformation and consider it one of their top priorities. The transition to Industry 4.0 technologies provides a significant advantage over competitors even in the current context and ensures future leadership.

Key competitive advantages for enterprises in the digital economy include innovative activity, speed in decision-making, network integration, developed human capital, customer orientation, and project focus [19].

Thus, modern entrepreneurial structures need to adapt to the requirements of the digital economy; otherwise, there is a risk of non-competitiveness and market displacement.

The implementation of digital transformation undoubtedly requires significant efforts from enterprises. It is important to consider that not every company can fully cope with this task. This is often explained by the fact that leadership may have overly high expectations for immediate results and may not always be willing to invest in long-term success [20, 21].

The impact of current legislation, political situations, macroeconomic, and social conditions on the external environment of entrepreneurial structures also plays a crucial role. These factors can create additional challenges and limitations for the successful implementation of digital transformation. Therefore, it is essential to consider all aspects during the planning and implementation of this strategic step [22, 23].

Short-term planning can be a significant obstacle to full-fledged development, especially for Ukrainian enterprises. Long-term strategic planning is key to achieving high results and effectively controlling potential risks in the conditions of the digital economy [24, 25].

Ensuring the consistency of actions in the transformation of enterprises is crucial for the successful implementation of digital initiatives. This means the systematic and consistent implementation of new technologies and digital processes to achieve maximum effect in the long term.

**Conclusions.** The research conducted during the analysis has made a significant contribution to the understanding and conceptualization of the digital economy. The new definition allows for a deeper exploration of the essence of this concept, revealing its key aspects and interconnections with economic development.

Now, understanding the significance of the digital economy, Ukraine can proceed to develop and implement a strategy aimed at accelerating digital transformations. This opens up new opportunities for the country’s development and increased competitiveness in the face of global technological and economic changes.

The response of enterprises to digital transformation can vary. Some entrepreneurial structures actively implement digital technologies, understanding their importance for further development and competitiveness.

Others recognize the need for digital initiatives but currently limit themselves to the implementation of individual projects. However, there are entrepreneurial structures resisting digital transformations, attempting to remain within familiar frameworks and avoid changes.

For effective digital transformation, it is crucial to establish state support aimed at strengthening the digital capabilities of enterprises. This includes the formation of a relevant legal framework that promotes the development of digital initiatives and ensures the competitiveness of production.

Natural processes of societal digitization also play a significant role in this context. They contribute to the natural

Table

Stages of “Digital Transformation” for Entrepreneurial Structures

Degree	Characteristics	Result
Unsystematic Degree	Entrepreneurial structures still lack a clear understanding of digital technologies and their impact on business. Digital ideas are fragmented and not integrated into the overall company strategy	Slow business development, using digital technologies only to counter threats
Monitoring of Opportunities	Entrepreneurial structures are beginning to explore and understand the potential of digital technologies. “Digital technology explorers” emerge, working on the development of digital business strategies	However, this is currently implemented in the form of separate projects
Replicable Results	Entrepreneurial structures that are already “digital players” coordinate business and IT activities	They are focused on developing digital products and interacting with customers but have not yet fully utilized the potential of digital initiatives
Managed Degree	Transformative entrepreneurial structures have a streamlined system for managing both business and IT	They release products and services based on digital technologies and, in doing so, lead in their market, operating at global standards
Controlling Achievements	Entrepreneurial structures are beginning to professionally control the achieved level of interaction	The release of products and services becomes a fully controlled process based on digital technologies
Optimized Degree	“Digital revolutionaries” actively leverage cutting-edge digital technologies and business models. They influence markets, changing them and creating new ones	The company constantly adapts to new conditions and serves as a moving target for competitors

adoption of digital technologies and change the conditions of the competitive business environment. This leads to the elimination of enterprises that fail to adapt to new conditions and are not interested in improving the quality of their products.

Therefore, the government's focus on the digital transformation of enterprises and the natural processes of societal digitization will play a crucial role in shaping a competitive and innovative business environment.

Research on the digital transformation of enterprises in the context of the modern digital economy opens perspectives for further scientific exploration. An essential aspect is the implementation of transformation stages that allow entrepreneurial structures to approach the necessary changes systematically and harmoniously.

Conducting all stages of digital transformation is a crucial step in shaping key directions for the implementation of digital processes in enterprises. This ensures not only full adaptation to the demands of the present but also success in the rapidly changing digital environment. Thus, further research in this direction can contribute to revealing optimal strategies for integrating digital technologies into enterprises, promoting their sustainable development and competitiveness.

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## Цифрова економіка: можливості для трансформації підприємницьких структур

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**Мета.** Проаналізувати етапи цифрової трансформації підприємницьких структур і виокремити ступені трансформації.

**Методика.** У процесі наукового дослідження цифрової економіки та трансформації підприємницьких структур були використані методи: експертна оцінка (залучення експертів із різних сфер господарської діяльності дозволило отримати додаткові висновки й рекомендації щодо можливостей впровадження цифрових технологій у підприємницькі структури), сценарне моделювання (шляхом розробки різних сценаріїв впровадження цифрових ініціатив були досліджені можливі наслідки та результати кожного з них), системний аналіз (дозволив урахувати взаємозв'язки між різними аспектами цифрової трансформації та її вплив на економіку й суспільство в цілому), маркетингове дослідження (дозволило виявити потреби й вимоги ринку щодо впровадження цифрових рішень і продуктів).

**Результати.** У процесі дослідження розглянуті етапи цифрової трансформації підприємницьких структур, які полягають в оцінці поточного стану й готовності підприємства до впровадження цифрової трансформації; вивченні потенціалу, що надає цифрова трансформація, та його ефективне впровадження; інвестуванні в передові цифрові технології та розробку нових цифрових продуктів; розробці та випуску продуктів і послуг, що базуються на передових цифрових технологіях; контролінгу трансформованого бізнесу та впровадженні передових цифрових технологій та інноваційних бізнес-моделей. Розглянуті переваги цифрової трансформації бізнес-моделей, що полягають у збільшенні кількості клієнтів, підвищен-

ні задоволеності клієнтів, збільшенні лідогенерації, зростанні трафіку. Авторами виділено шість ступенів «цифрової трансформації» підприємницьких структур, що описують етапи змін у бізнес-моделях, викликаних цифровими перетвореннями: безсистемна ступінь, моніторинг можливостей, відтворювана ступінь, керовані результати, контролінг досягнутого та оптимізована ступінь.

**Наукова новизна.** Запропоновано етап цифрової трансформації підприємницьких структур: контролінг трансформованого бізнесу та впровадження передових цифрових технологій, що дозволяє відстежувати реалізацію стратегії й досягнення цілей у контексті цифрового розвитку. Авторами виокремлені такі ступені цифрової трансформації підприємницьких структур як моніторинг можливостей і контролінг досягнутого, які, на відміну від існуючих у науковій спільноті, відіграють одну з ключових ролей на шляху цифрової трансформації підприємницької структури.

**Практична значимість.** Проведений аналіз доводить актуальність питань цифрової трансформації підприємницьких структур, формування змін у поглядах щодо етапів і ступенів цифрової трансформації у відповідності до сьогоденішніх тенденцій і невизначених умов. Отримані результати дослідження можуть прийматися до уваги та практично реалізовуватися при формуванні політики цифрової трансформації підприємницької структури незалежно від сфери діяльності.

**Ключові слова:** цифрова економіка; цифрова трансформація, цифровізація, підприємницькі структури, аналіз

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