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РОЗВИТОК УПРАВЛІННЯ ДІДЖИТАЛІЗАЦІЄЮ В УКРАЇНІ КРИЗЬ ПРИЗМУ СПІВПРАЦІ З ЄС

Досліджено дискусійні питання цифрової економіки та відповідних їй інструментів і технологій управління, приділено увагу сучасному стану цифрових технологій, економічним принципам і положенням формування та особливостям функціонування. Проведено порівняльне дослідження класичних поглядів на менеджмент в контексті активізації процесів цифровізації та побудови «цифрової» моделі світу. У сучасному світі відбувається зміна технологічної структури, здійснюється цифрова трансформація бізнес-процесів, у тому числі процесу управління. Однак ці цифрові процеси ще недостатньо вивчені та відображені в теорії управління. Актуальність дослідження полягає в тому, що зроблено спробу вивчити вплив сучасних цифрових технологій на управлінську діяльність виробничої організації, відобразити основні зміни, які відбуваються в практиці управління підприємствами в епоху цифрової економіки.

Ключові слова: цифровізація, менеджмент, цифрова трансформація, економіка.

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DEVELOPMENT OF DIGITALIZATION MANAGEMENT IN UKRAINE THROUGH THE PRISM OF COOPERATION WITH THE EU

The debatable issues of the digital economy and the tools and technologies of management corresponding to it are investigated, attention is paid to the current state of digital

technologies, economic principles and provisions of formation and features of functioning. A comparative study of the classical views of management in the context of the intensification of digitalization processes and the construction of a "digital" model of the world was carried out. In the modern world, there is a change in the technological structure, a digital transformation of business processes, including the management process, is being carried out. However, these digital processes are still insufficiently studied and reflected in management theory. The relevance of the study is that an attempt was made to study the impact of modern digital technologies on the management activities of a production organization; reflect the main changes that are taking place in the practice of managing industrial enterprises in the era of the digital economy.

Key words: digitalization, management, digital transformation, economy.

The formulation of the problem. In general terms and connection with important scientific and practical problems. The global economy has entered an active phase of digital transformation aimed at accelerating economic growth, increasing labor productivity and creating new areas of activity. It is expected that the volume of the digital economy by 2025 will reach \$23 trillion (or 23.3% of global GDP) [1, c. 66]. At the same time, a huge role in the development of the economies of different countries in the near future is assigned to digital management. Thus, the ever-changing needs of people against the backdrop of the rapid growth of financial technologies are forcing institutions with a traditional business model to adapt to the new conditions of the digital economy and actively innovate to ensure their competitiveness.

Analysis of recent research and publications. A number of proposals regarding the management of digitalization are reflected in the works of foreign and domestic researchers, such as: I. Agur, S.M. Periya, S. Prasannath, S. Sudhamanti, V.O. Kornivska and others. At the same time, there is no comprehensive study of the opportunities and threats that slow down the process of introducing digital technologies into the management of Ukraine, which actualized the research topic.

The aim and tasks of the paper. The aim of the study is to study the management processes of digitalization of the economy of Ukraine, as well as the benefits and risks of their development in the country.

The main body of the paper and the obtained results. The digital economy is defined as an economic activity based on digital (information) technologies [2]. In order to compete successfully, organizations are increasingly implementing information management systems, developing sales of goods and services through electronic channels for the distribution of goods and services. Almost all entrepreneurs recognize that the use of information technology, when applied correctly, has a positive effect on business.

This process is called digital transformation. Researchers from MIT define the term "digital transformation" as "the use of modern technologies to dramatically increase the productivity and value of enterprises [3].

Digital transformation is a long process, the result of which should be the creation of a "digital organization". A clear definition of this term has not yet been formed in society, however, from an analysis of the literature on this topic, the following description can be deduced: a digital organization is an organization in which most of the processes are performed without human intervention (automated) [4].

Digital organizations are primarily process-oriented organizations. However, according to the study "Analysis of the quality of business process management", the state of affairs in Ukrainian companies in the implementation of a process-oriented approach leaves much to be desired. According to the aforementioned study, more than half of the surveyed processes in organizations are weak, a third are suboptimal, and only 5% are strong [5].

It is noteworthy that the weakest processes in Ukrainian organizations turned out to be those business processes that are formalized quite well and for which effective and well-tested information systems have long been developed. Namely: logistics, promotion and sales of products (services), reproduction of technological equipment, financing of activities and settlements.

The highest quality process unexpectedly turned out to be the provision of services to customers. Perhaps because of the concept of customer focus that has become popular in recent years.

Researchers identify two main root causes of problems in the flow of business processes:

- the company lacks the technology for carrying out the necessary activities;
- lack of understanding of organizational design in the first person of the company.

The object of automation can only be a well-determined, repetitive business process; chaos cannot be automated. Therefore, in a company where business processes are not regulated and not implemented, almost any automation project will be doomed to failure.

Let's take for comparison quite a popular concept of management by goals in Ukraine, when goals (plans) are set, for example, for sales, and the ways to achieve them are chosen by the performers themselves. An attempt to automate the activities of specialists working on this concept will face the problem that we cannot set only one goal for the information system, it will be necessary to provide clear instructions on how and what to do. On the other hand, if a clear regulation of the actions of specialists is prescribed for the sales process, which the latter follow, then this regulation will be quite simple to convert into an algorithm for the operation of an information system.

The object of automation of a company is always a certain business process, and not a department, workshop or work area. Therefore, before starting an automation project, a business analysis of the subject area should always be carried out, the result of which is a model of the business processes that will be automated. The same business processes are further the framework of the automation project.

It is wrong to think that business processes exist only in an organization that applies a process approach to management. There are business processes in every organization, the only question is how they are perceived and managed by management and employees. Any commercial organization is created to make a profit and does this through meeting the needs of the market. To do this, it produces products or services. To produce products and services, it acquires resources (labor, material, financial, etc.) from the market and transforms them into products and services through internal business processes, which in turn form a value chain [5].

The difference between the products produced (income) and the resources acquired (costs) characterizes the effectiveness of the organization. Accordingly, if resources of the same price and quality are available for two firms, then the one in which business processes are more efficient, that is, provide a higher surplus product, will win. Therefore, we can say that business processes are the basis on which the company's activities are based and its well-being largely depends.

To ensure the functioning of business processes, labor and material resources are involved. To manage the labor resources necessary to maintain the flow of a business process, different types of organizational structures are created (linear, linear-functional, matrix, etc.). All organizational structures ultimately have only one goal - to support the company's business processes.

But over time, the business processes themselves disappear from the field of view of the organization's management, they become unaware of any of the employees and, as a result, unmanageable. This leads to significantly different efficiency of business processes even within the same company. Their complexity and variability increases so much that it becomes impossible to predict either the duration of the process or the result.

Attempts at fragmentary regulation of business processes often end in failure, as other business processes (which are suppliers and consumers for a regulated process) change so quickly and unpredictably that the regulation quickly loses its relevance and employees stop following it. The situation is further exacerbated by management by objectives, which often does not establish requirements for strict adherence to instructions and regulations.

Compared with other management systems, process management has the following advantages [6, с.58]:

- Orientation of executors and managers to get the result the company needs.
- A clear system of unity of command: one leader concentrates in his hands

the management of the entire set of operations and actions aimed at achieving the set goal and obtaining the desired result.

- Unloading managers. They intervene in operational management only in case of significant deviations.
- Managers are engaged in their direct responsibilities: the organization of effective management and development strategy.
- An order of magnitude greater operational efficiency compared to other management schemes.
- Uncritical for the company of changing employees, since there is a mechanism for transferring knowledge to new employees (rules of business processes).

In order to increase the manageability of the company and make digital transformation projects possible, it is necessary to build an effective process-oriented management system. And only a company that is aware of its core business processes can become a digital company and take the lead in the competition against less knowledgeable competitors. Today, in conditions of economic turbulence, it is difficult to imagine an effective financial management system regardless of information technology. The topic of digitalization of the economy in financial management has acquired a large-scale relevance. The main component of this area is information data coming in digital form. Such a transformation opens up new opportunities for subsequent intensive development, taking into account the complex interaction between the state, science, and society.

The digital economy is a system in which a comprehensive, phased transfer of business relations between the state, enterprise, population into a digital format is carried out. Improving the process of financial management through the digitalization of the economy is one of the main tasks for today. Most countries at the state level provide active support for the implementation of information projects. In our daily life, we increasingly use cellular communications, social networks, applications, e-mail, search engines, and various memory drives.

With a wide variety of ongoing processes, as well as in the presence of a significant amount of information, the fundamental aspect of financial management is the ability to optimize data, identify rational, efficient ways for the development of an enterprise. Particular attention here should be paid to the emergence of new software, with the help of which the existing information is transformed into a completely different form. The quality of such information contributes to the correct management decision.

Along with this, it must be emphasized that at present, enterprise managers, in order to effectively implement their strategic tasks, widely use ERP systems (an enterprise resource management software package). The mechanism for improving corporate governance is one of the main development goals of any organization, which modernized information technologies help to achieve. Using different search platforms, managers of different levels of management get the whole database. Based on this, it becomes possible to comprehensively study the market conditions for a particular product or service. It also determines the demand for products, statistical indicators reveal consumer preferences. Along with this, there is a process of in-depth research of the products of interest, the structure of the product, its key characteristics are considered, and ways to improve these products are established in order to increase competitiveness in the market [7, c. 22].

Further, it is worth noting that the available information makes it possible to establish the key success factors of the firm. In this case, financial managers need to focus on those areas of the organization's activities that, by certain parameters, lag behind the performance of competing enterprises, with the possibility of subsequent effective management and distribution of the company's finances.

The digitization of information has a significant impact on the management of business entities. It sets the overall dynamics of economic mobility in a constantly changing environment. The ability to use new information technologies in a timely manner, to extract the maximum benefit from them, makes it possible to achieve high performance in the market of this industry, dynamically develop and expand your business [8, c.85].

Financial management predetermines the effective formation of the financial resources

of the enterprise, their use and management. Often, organizations of various types of industries are faced with a combination of risks that adversely affect the activities of the company. Special application programs allow to prevent or minimize this impact. Such products with a high degree of probability solve problems of varying complexity. An example of such a program is the Proteus system. It contains control tools, a method of strategic analysis, thanks to which ways to achieve the set business goals are identified, and allows you to manage the information security of large divisions. All processes carried out by this program are recorded in the audit log. The last updated version of this program was developed in 2016.

Conclusions and prospects for further research. Research and prospects for further research in this direction is the digitalization of management due to the adoption by the state of the course for the development of the digital economy and society and the technological readiness of Ukraine in the near future has a chance for active development. At the same time, in order to reduce the level of negative consequences of this process, it is necessary to solve a number of problems. First of all, the main attention should be paid to improving the systems of protection against cyber risks. This is possible by increasing funding for projects related to the field of Internet security, as well as strengthening the responsibility of the state for violations in the field of information security. Moreover, using the services of insurance companies to insure IT risks should also become a priority for organizations in managing cyber risks.

At the same time, reducing the digital divide requires ensuring equal access to the Internet in all regions of Ukraine, increasing the level of literacy in the use of mobile devices and the Internet among the adult population, and simplifying the interfaces of programs for using financial services in banks using the Internet. In order to reduce inequality in the labor market, it is advisable to adapt the education system to the new labor market conditions that require the latest skills and more flexibility. Taking into account the needs of the younger generation, as well as customers of small and medium-sized businesses, should be included in the digital development strategy of an enterprise that wants to be profitable and competitive in Ukraine.. Digitization of data makes it possible to reduce the transaction costs of enterprises, to a large extent reduce the time to solve the tasks. The digital economy opens up great opportunities that allow today to be informatively literate, to a large extent technologically independent. The fundamental aspect in this matter is the ability to respond in a timely manner to the emergence of new scientific and technological discoveries, on the basis of which management decisions are made.

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