

IMPROVEMENT OF BUSINESS EFFICIENCY OF ENTERPRISES IN A DIGITAL ECONOMY

Effective management of available data, using important assets - skills, knowledge, in other words, relevant key competencies - has a direct impact on the financial results of an enterprise. In the context of digital transformation, the most demanded technical competencies (hard skills) are: creation of new business models (platforms, ecosystems, networks); data analysis (data science); integration with partners through an open API; digital security at the system design level (security by design); mastery of at least one breakthrough technology (artificial intelligence, robotics, 3D-video, cloud services, virtual and augmented reality, Internet of things, blockchain); e-management, i.e. highly effective management organized by means of information technology; mastery of modern technologies. e-management, i.e. highly effective management organized with the help of information technologies; mastery of modern management practices (Lean, Kanban, 6 Sigma, SCRUM, DevOps).

In terms of hard skills, competencies in system architecture and breakthrough technologies are equally important. These two aspects are like a field and chips for a board game: digital transformation can only be effective if both are taken into account. More than ever, the market needs knowledge of innovative operating models. Professionals with such competencies are expected to work as change managers, innovation managers, and e-leaders.

The most in-demand soft skills are: design thinking, i.e. user orientation in the development of products and services; digital psychology, i.e. behavioral economics with big data analysis; emotional intelligence; and communication skills.

It is important that Ukraine has a huge potential for HR development: Russian developers are more than competitive at the global level, and entrepreneurs quickly perceive new ideas and are ready to invest their own money in them. Thus, there is hope and confidence that the growth rate of the digital economy in our country will not just be high, but higher than in the leading countries, and the statistics of recent years only confirms it. However, the human factor not only contributes, but also creates a number of difficulties for the digital transformation of socio-economic systems.

The first difficulty is the critical lack of competent specialists. The MACS School of Advanced Communications in Moscow launched its first fundamental program, Digital Transformation, to train certified communicators in business transformation. The educational disciplines include trend analysis, digital system architecture, building effective operational and business models, digital marketing and management of the digital transformation process. The school provides discounts for training corporate clients and comprehensive programs to solve company problems. The main skill of digital transformation specialists is the constant updating of knowledge and tools, lifelong learning. No technology, especially digital technology, lives forever. Up-to-date fundamental education plus the ability to quickly retrain and build up their professional competencies are the main factors of success in the digital age.

The second difficulty is the limitation of the speed of transformation. The organization is not transformed overnight, and for some time digital products exist in parallel with analog products. The organization's operating model must allow for both classic and innovative work, so that the change can take place with minimal risk. Often there is competition between the digital and traditional departments of a company. Professional management is responsible for solving the problem.

The third difficulty is the conservatism of senior management. Digital transformation involves additional time, effort, and money, and not everyone is ready for this. And key KPIs, on which bonuses also depend, are often aimed at achieving short-term financial results. The key to success becomes management flexibility and willingness to empower those employees who have the necessary digital competencies. And it is very important, real, not verbal, understanding of the potential of breakthrough technologies and the inevitability of transformation. However, most of all, strangely enough, traditions and foundations hinder the development of the digital economy in Ukraine. That is, informal institutions. People are used to doing business according to certain schemes that have been developed over many years and have proven themselves well in the past, and it is either impossible or pointless to simply fit the existing processes into the framework of the digital business model.

There is another common factor that often leads to failures in the digitalization of business and serious frustrations. It lies in the misunderstanding by business owners (and many top managers) of the concept of "digitalization. People perceive it as traditional automation, the only difference being that everything needs to be automated at once. Meanwhile, as we've already substantiated, these are completely different things. Automation implies reducing the share of manual labor in a particular process, nothing more: everything is simple and the effect is easy to calculate. Digitalization, on the other hand, inevitably involves changing the processes themselves to build a new business model.