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## **DIGITAL TRANSFORMATION AS A FACTOR IN IMPROVING THE EFFICIENCY OF BUSINESS MANAGEMENT IN UKRAINE**

In today's environment, digital transformation is not merely a process of implementing individual information technologies, but rather a comprehensive and profound shift in approaches to business management, encompassing the transformation of business models, organizational culture, and management practices. It involves a shift from traditional (analogy) methods of conducting business to integrated digital ecosystems that ensure continuous data exchange, automation of business processes, and improved quality of management decisions [1]. In the Ukrainian context, the key drivers of digital transformation are the growing need to enhance competitiveness in the global market, dynamic shifts in consumer preferences, the development of Industry 4.0 technologies, as well as the impact of external crisis factors, particularly military and economic challenges. For industrial enterprises, digital transformation is taking on strategic importance and is effectively becoming a prerequisite for their survival, as ignoring digital trends leads to technological lag, reduced operational efficiency, and loss of market share.

One of the key aspects of digital transformation in business is a shift in approaches to customer interaction, which is reflected in the growing importance of the service component in value creation. In today's environment, companies are increasingly supplementing their traditional manufacturing activities with the provision of related services, including maintenance, support, and after-sales service. This approach involves focusing not only on product sales but also on ensuring its effective operation throughout its entire lifecycle. As a result, interaction with customers deepens, customer satisfaction increases, and long-term partnerships are formed, which aligns with current trends in the development of the digital economy [2]. At the same time, for the consumer, this model signifies a transformation in the cost structure—a shift from significant capital investments to more flexible operating costs, which increases the accessibility of innovative technologies and reduces financial risks.

The digital economy is transforming the very logic of management—shifting from vertical structures to systems driven by data, technology, and analytical intelligence. Whereas decisions used to rely on managers' experience and subjective intuition, today they are underpinned by algorithms capable of processing millions of variables in a matter of seconds. Management is gradually shifting to a realm where information is the primary strategic resource, and a leader's competencies are defined not by authority but by the ability to work with digital data streams [1]. The automation of routine tasks frees up human resources for strategic planning and creative work, which enhances the company's overall adaptability.

As part of this transformation of management approaches, marketing—as one of the company's key functions — is also undergoing significant changes. Marketing

management is increasingly focused on personalization, customer-centricity, and the development of direct communication channels. The use of digital tools and platforms enables companies to significantly bridge the gap to the end consumer by optimizing or partially eliminating the role of traditional intermediaries. Analyzing users' digital footprints is becoming increasingly important, as it provides a deeper understanding of their behavior, preferences, and needs. This enables businesses not only to respond quickly to existing demand but also to forecast and shape it. As a result, business models become more flexible, adaptable, and focused on achieving measurable results, with the quality of the customer experience and the level of customer satisfaction serving as key performance indicators.

The digital transformation process is a phased one and begins with an in-depth analysis of market niches and the development of a digital product concept. This is followed by the stage of creating a minimum viable product and testing it. However, Ukrainian companies face serious challenges: a shortage of qualified IT personnel, the high cost of licensed software, and staff resistance to change. Cybersecurity also remains a critically important aspect, as full digitalization makes businesses vulnerable to external cyberattacks and leaks of confidential information [3].

In conclusion, it is worth noting that digital transformation is one of the key factors in improving the efficiency of enterprise management in today's Ukraine. Its implementation ensures the integration of business processes into a unified information space, which helps increase the transparency of management procedures, the speed of decision-making, and the accuracy of task execution.

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