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## **DIGITAL ADAPTATION STRATEGIES OF NATIONAL AND TRANSNATIONAL COMPANIES IN THE BEVERAGE MARKET OF UKRAINE**

In modern conditions of dynamic market changes and increasing competition, the issue of business digital transformation is becoming especially relevant, particularly in the beverage market. Both national and transnational companies are forced to respond quickly to technological challenges, changing consumer preferences, and the growing role of digital channels of interaction with customers. In this context, digital adaptation acts as a key tool for increasing competitiveness and ensuring the long-term sustainability of enterprises.

Digital adaptation is the process of integrating modern information technologies into all aspects of a company's activities, requiring fundamental changes in technologies, culture, and operations to improve efficiency and ensure resilience in an unstable market [1, p. 2].

In the Ukrainian beverage market, digital adaptation is critically important for several reasons: ensuring operational stability (the implementation of cloud solutions allows companies to manage business processes remotely); optimization of supply chains (digital tools help track product movement and raw material stocks in warehouses); big data analysis (enables forecasting changes in consumer demand and adjusting production volumes); financial control (automation of accounting allows for the prompt identification of cash gaps and signs of financial instability).

Companies choose different vectors of digital development, which reflect their scale, access to resources, and strategic priorities, in particular:

1. Digitalization of operational activities – involves automation of production, logistics, and supply chain management (ERP, IoT, predictive analytics). Transnational companies actively implement «smart factories», while national companies more often focus on partial automation of critical processes.

2. Development of digital channels – focus on online sales, marketplaces, proprietary e-commerce platforms, and mobile applications. Transnational companies are characterized by omnichannel strategies, while national ones often begin with integration into existing platforms.

3. Digital marketing and customer interaction – active use of social media, CRM systems, loyalty programs, and personalized communication. The differences here lie more in scale and budgets than in approaches.

4. Cybersecurity and digital resilience – ensuring data protection and business continuity. For transnational companies, these are comprehensive risk management systems, while national companies implement basic solutions with gradual development.

5. Partner digital ecosystems – cooperation with technology companies, startups, and logistics platforms. Large players build their own ecosystems, while smaller ones integrate into existing ones.

As we can see, transnational companies implement comprehensive, integrated digital strategies, while national companies follow more gradual and adaptive approaches,

focusing on quick returns on investment. This creates different trajectories of digital adaptation, but with a similar ultimate goal – increasing efficiency and competitiveness.

The identified vectors of digital development form the general logic of transformational changes; however, on their own, they do not ensure a systemic effect without integration into holistic management approaches. Therefore, the next stage is the formation of digital adaptation strategies that allow companies to align selected development directions with available resources, market conditions, and long-term goals.

The strategy of national companies, such as PJSC «Obolon», is focused on the internal digitalization of production cycles and logistics. For example, the use of ERP systems helps the company maintain profitability even with fluctuations in workforce size [2]. In turn, the strategy of transnational companies, such as LLC «Sandora», is based on integration into the global ecosystem of the parent company. However, even powerful digital strategies can transform into crisis management tools when a company loses a significant share of its assets and its equity becomes negative [2].

Among the most common digital adaptation tools used by leading companies in the Ukrainian beverage market are [4, p. 139]:

- ERP systems – for managing all enterprise resources;
- Cloud computing – for providing ubiquitous network access to a shared pool of computing resources;
- Predictive analytics – helps forecast future results based on historical data;
- B2B and B2C platforms – organization of direct sales through digital channels to minimize logistics costs.

Thus, digital adaptation is a necessary condition for survival in the modern market. For national producers, it is a way to increase autonomy and efficiency, while for transnational corporations, in times of crisis, digitalization becomes a mechanism for maintaining the technical viability of the business through global management networks.

## REFERENCES

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