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IMPACT ANALYSIS OF DIGITAL TRANSFORMATION ON THE NATIONAL BUSINESS STRUCTURES DEVELOPMENT

ABSTRACT

The purpose of this scientific article is to analyze the impact of digital transformations on doing business in order to substantiate the actualization of digital transformation of the activities of business structures based on the further development of new business models, digital platforms, as well as services that make it possible to increase the level of efficiency of national business structures.

To achieve this goal, the research was conducted on the methods of analysis and synthesis (to analyze the management of business processes of organizations and compare the features of functioning using traditional approaches and innovative digital technologies), system analysis, induction, and deduction (to determine the directions of business process management based on digitalization technologies), comparison and grouping of data, qualitative and quantitative analysis, graphical method (for the illustrated presentation of research results), abstract-logical, abstraction and concretization, systematic approach.

The genesis of the development of transformational processes of business digitization is considered. The key importance and role of the analysis of the main challenges and directions of digital transformations in the current business environment, including important issues of anti-crisis support for the stable economic development of business structures for the long term in the era of informatization of society, are determined. The key factors of influence on the structural and organizational changes of digitalization processes that significantly affect the conditions and methods of doing business are substantiated. It has been established that the digital transformation of economic development of business structures has led to the emergence of new challenges in the context of business management.

It is determined that the basis of business in the digital economy is an information database around which all business processes are built and improved, new business ideas and business models and ecosystems are formed, which provide for close interaction and interconnection of all structural elements of the economic system of enterprises in cyberspace. It is proved that the creation of digital business processes is associated with fundamental reengineering and revision of existing restrictions, as well as taking into account a number of factors that directly or indirectly affect the final result of business structures.

The analysis of the impact of digital transformations of any direction (production, managerial, social and personnel), as well as the change in the business model, which is positioned as a logical scheme for doing business and which provides for the effectiveness of the interaction of correctly selected components, confirmed the presence of a positive impact on the economic and organizational development of business structures by increasing labor productivity, the level of competitiveness and performance.

Keywords: digital transformation, business structure, business processes, business digitization, digitalization, information technology

JEL Classification: D80, G14, L86, O14

INTRODUCTION

The introduction of modern digital technologies in the economic processes of Ukraine is a key direction of the development of domestic business. Without systematic digitization of all organizational, managerial, production and economic processes, it is impossible to ensure a high level of profitability of small business structures and successful development in the long term.

The use of digital technologies by Ukrainian business structures in recent years has become a necessary condition for their dynamic development and survival in the fierce competition. Such technologies are increasingly actively used to analyze external and internal environments, optimize business processes, strategic and operational planning. Digitalization enables enterprises to strengthen their core competencies, improve the efficiency of management of functional and strategic components of the entire management system (production, marketing, finance, logistics, etc.), strategic business units, as well as to form effective mechanisms for managing business risks.

Thus, the introduction and development of digital technologies in recent years has become one of the most relevant studies in the field of national economic development not only at the level of individual enterprises but also at the level of regions and the country as a whole. The relevance of this issue is enhanced by the need to diversify foreign economic relations in order to increase the overall economic potential of the country and business in particular.

LITERATURE REVIEW

Foreign scientists, in particular, O. Merlo, A.B. Eisingerich [10]; L. Sandys [12], devoted their research to the prospects for the development of the digitalization process. The process of digitalization in the context of the efficiency of business entities, as well as the state and development of digital transformation is considered by Ukrainian scientists O.M. Vinnyk [18]; I.I. Nikolina, I.O. Hulivata [11]. The theoretical and methodological foundations of economic interaction of consumer market entities in the context of digital transformation of the Ukrainian economy are the basis of scientific research by O.A. Baranov [1]; A.V. Dziubina, K.O. Kopets, G.R. Dziubina [6]; N.M. Kraus [7]; O.F. Senkevych [14] and others.

Scientists have substantiated the significant impact of digitalization processes in the direction of expanding the capabilities of new models and methods of organization and management of a small business organization. The significance of the impact on the level of economic growth of small business structures, increasing the level of competitiveness in terms of digital literacy and competencies for making IT decisions is noted.

Kraus, N. M. Holoborod'ko, O. P. and Kraus, K. M. their attention to the fact that in Ukraine, the current stage of business digitalization has replaced the previous, rather long stages of information technology (IT) implementation – automation, digitalization and informatization.

The first stage of the spread of computer technology is called the stage of automation. At this stage, automated control systems (ACS) and automated process control systems (APCS) were developed and implemented. For calculations, large-scale electronic computers (ECM) were used, the speed of which was very low compared to modern computers. A number of quite advanced systems were created, such as the ACS "L'viv", the development of which lasted from 1965 to 1967. In 1967, the first stage of the system was successfully used, and in 1969, the second stage was completed [7].

By implementing the first stage, the tasks of operational planning and dispatching of production, as well as its logistics, were solved. With the launch of the second stage into operation, the task of automation of accounting and reporting at the enterprise, technical and economic planning and forecasting was solved. ACS "L'viv" solved a sufficient number of problems of organizational and managerial nature of the plant, namely: production management, planning, work schedule; logistics and inventory planning; issues of efficiency of work with financial, managerial and supply reporting.

Despite this, Sienkevych O. F. notes that a new stage in the development of an automated enterprise management system (AEMS) occurred precisely in the second half of the 70s and 80s. These were complex AEMS, which integrated the tasks of computer-aided design of new products (CAD), technological preparation of production (APP), automation of testing of finished products and automation of organizational management of the enterprise (AOE). These systems used more powerful hardware, including imported equipment, and are the closest relatives of modern ERP systems that flooded the national market in the 90s and 2000s.

At the same time, there were many problems with scaling this experience, so the experience of the Soviet Union of automating the management of small business structures can hardly be called successful – not all the tasks were solved. On the other hand, the positive side of the experience of the Soviet Union in the field of automation should be noted,

explaining this by the fact that the process of automatic management was carried out mainly using its own technologies and element base, which is a very important factor in ensuring the economic security of the country. The main attention was focused on the automation of accounting and optimization of production processes by solving linear programming problems, which, in turn, did not provide to fully realize the potential of information technologies existing at that time.

The second stage (the 1980s) is associated with the beginning of mass production of personal computers and various electronic sensors, which eventually became known as "digitalization". At that time, active digitalization of all sectors of the national economy began, during which digitalization programs were developed and implemented, taking into account the positive experience of foreign countries, in particular France and Japan, which were then world leaders in this area.

In the 1990s, the third stage of "informatization" began, which was associated with the mass implementation of new-generation foreign computers in the domestic market and the beginning of a new era of Internet technologies. At that time, a variety of application software became widespread: starting with programs that allowed solving highly specialized tasks (accounting, customer relationship management, supply chain management, asset management, etc.), and ending with the development of integrated systems for managing the entire resource potential of enterprises (ERP-systems).

Recognizing the significant contribution of scientists, it should be noted the lack of identification and justification of key factors of influence on the structural and organizational changes in digital business processes, as well as the role and importance of digital transformations in the logic of doing business and creating economic values for the consumer.

AIMS AND OBJECTIVES

The purpose of this scientific article is to analyze the impact of digital transformations on doing small business in order to determine the key implementation aspects of the successful digital cases transformations in the direction of formulating mechanisms for ensuring sustainable competitive advantages in global instability conditions.

METHODS

The research was conducted on the methods of system analysis and synthesis (to analyze the management of business processes of organizations and compare the features of functioning using traditional approaches and innovative digital technologies), induction and deduction (to determine the directions of business process management based on digitalization technologies), comparison and grouping of data, qualitative and quantitative analysis, graphical method (for the illustrated presentation of research results), abstract-logical, concretization method and method of systematic approach.

RESULTS

In the current environment, there is the rapid development of a new digital technological revolution, associated with fundamental changes in all areas of the national economic system. The constant process of information, technical and technological breakthroughs create new challenges for innovative socio-economic development, while the previous theoretical and methodological concepts formed in the pre-digital era are losing their relevance. These challenges in the context of dynamic information development have also emerged in the modern business environment, including important issues of anti-crisis support for the stable economic development of small business structures for the long term.

In the classical sense, the concept of a digital economy means an activity in which the main factors of production are digital (electronic, virtual) data, both numerical and textual. The basis of the digital economy is the information economy, based on information and telecommunications infrastructure, and provides access and implementation of digital and information skills in all spheres of life (economy, production, education, trade, management, etc.) [6, p.18].

It should be noted that from the standpoint of economic theory, there are a number of unresolved methodological problems, in particular, the lack of established terminology in the field of digital economy and approaches to periodization and definition of the essence of technological revolutions. At present, there is no complete perception and understanding of the fact whether the current wave of digitalization of the economy is a new technological revolution or the "golden age" of the development of the latest information and telecommunications technological revolution. At the same time, the development of the digital economy is already a reality, and for the successful functioning and survival of business under new conditions, it is necessary to reconfigure the theoretical concepts of strategic management, its theoretical basis, and tools.

Thus, there is a need to identify and analyze the main challenges and directions of digital transformations in the modern business environment, including important issues of anti-crisis support for the stable economic development of small business structures for the long term in the era of the informatization of society.

As a theoretical basis of the study, we will use the well-known theory of technological revolutions and technical and economic waves [17]. According to this theory, the universe is constantly under the influence of a constant sequential change in information and technological revolutions, which, in turn, are characterized by certain periods and phases of development. In this case, the periods of formation and deployment of the technological revolution (the so-called "Great Wave") are accompanied by a change of the old technical and economic paradigm of the previous technological revolution to a new one [16].

Since the beginning of the XXI century, state regulators began to play an important role in the introduction of information technologies into the national economy. State structures were the largest customer in the hardware and software market. Over the past few years, a new stage of information technology development has begun, called the "digital economy". The key features of this stage are the massive introduction of such breakthrough technologies as big databases (Big Data), the Internet of Things, blockchain.

Exploring the issue of analyzing digital transformations of business in Ukraine, we will consider the key factors of influence on the structural and organizational changes of digitalization processes in the economy, which significantly affect the conditions and methods of doing business in particular (Figure 1).

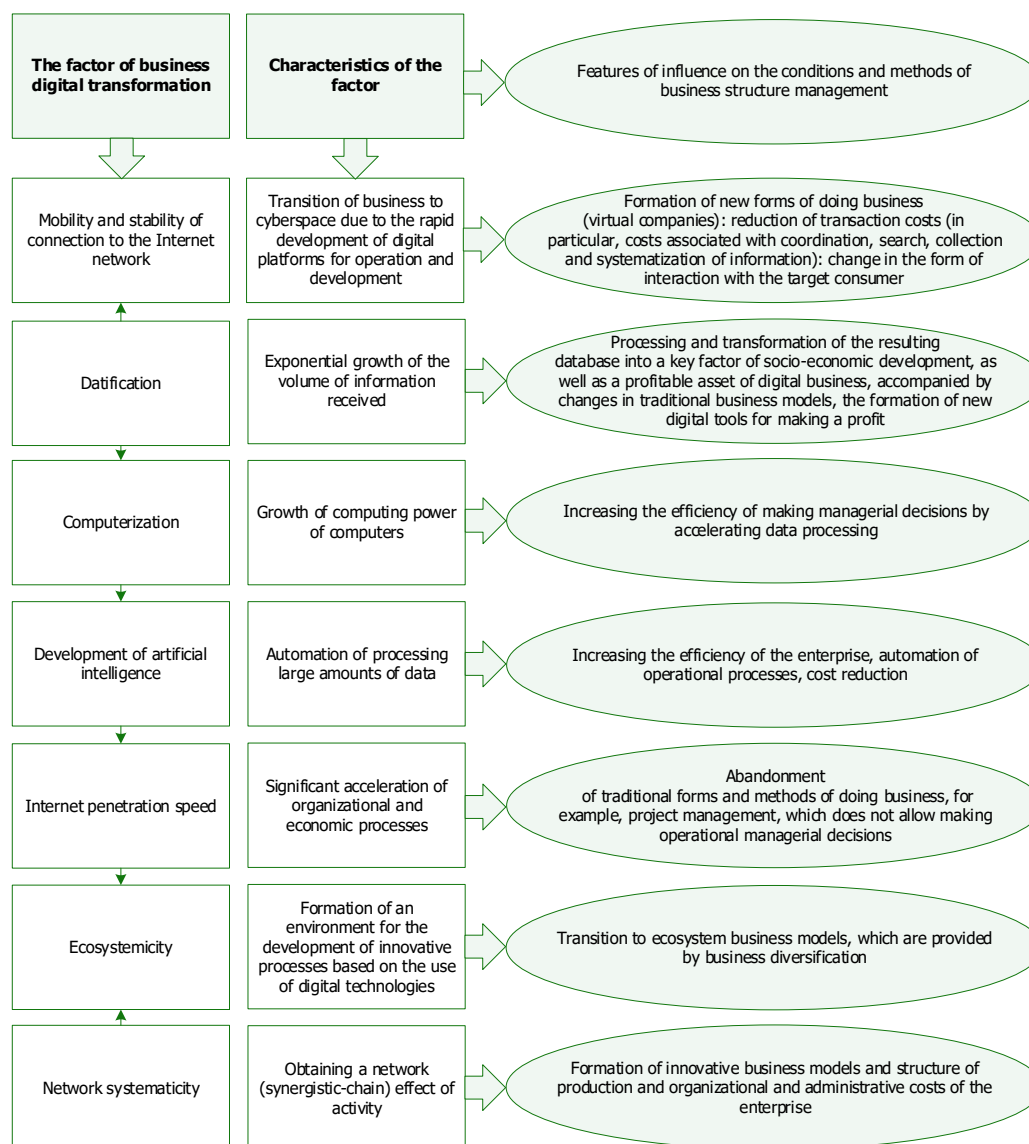


Figure 1. Key factors of influence on structural and organizational changes of small business in the context of digital transformation.

The basic factor is the rapid spread of the Internet (Figure 2), including through mobile communication, as well as an increase in the level of connection to it (today the level of Internet penetration in the whole world has exceeded 70%, and in developed countries has reached almost 90%) [5]. In Ukraine, the number of Internet users in 2021 increased by 11%. Thus, today 24.15 million Ukrainians, or 81%, regularly use the world wide web, compared to 63% at the end of 2018 [4]. This provided exponential growth in the amount of information collected and processed by national organizations and small business structures, which, in turn, is positioned as a key asset of the digital economy. All other factors of digitalization are somehow related to the formation and processing of data about consumers and business processes.

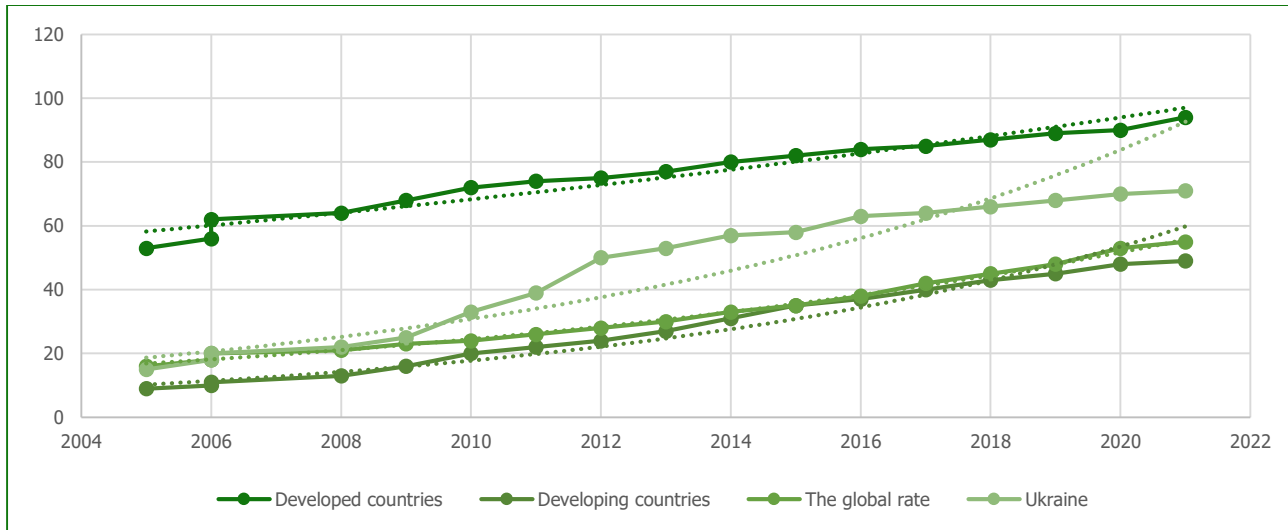


Figure 2. Dynamics of Internet penetration in Ukraine and in the world, %. (Source: built by the author based on sources [4-5])

The rapid development of the mobile Internet at an accelerated pace has led to irreversible key changes that directly or indirectly affected the change in the business strategy of small business enterprises, namely in such aspects as:

- the availability of computing technologies and capacities, cloud services, which led to the formation of the information infrastructure necessary for development in the context of the spread of digitalization and penetration into all business processes;
- reduction in the cost of transmission, analysis, systematization and storage of information and, as a result, a reduction in the cost of data storage and transmission, development of network effects;
- the growth of economies of scale in data processing, which led to an increase in the potential level of profit by accelerating the process of data analysis and making appropriate organizational and managerial decisions.

As can be seen from Figure 2, digital technologies are already actively used in developed countries – companies collect data on all links of the value chain, integrate and analyze them, which allows to identify patterns, reduce risks, restructure business processes and adequately respond to dynamic market changes. In 2021, investments in the implementation of digital technologies in the world exceeded US\$ 4.8 billion [15]. Much of this money was invested in financing high-tech start-ups.

The digital transformation of economic development and small business structures, in particular, has led to new challenges in the context of business management, which can be divided into the following groups:

- changing the economic mechanism of business development;
- changing the business management model;
- change the business value priorities.

As a result, the theoretical concepts that determine the development of companies in the pre-digital era have ceased to work for the new digital business. Let us consider in more detail the impact of each of the challenges (Figure 3).

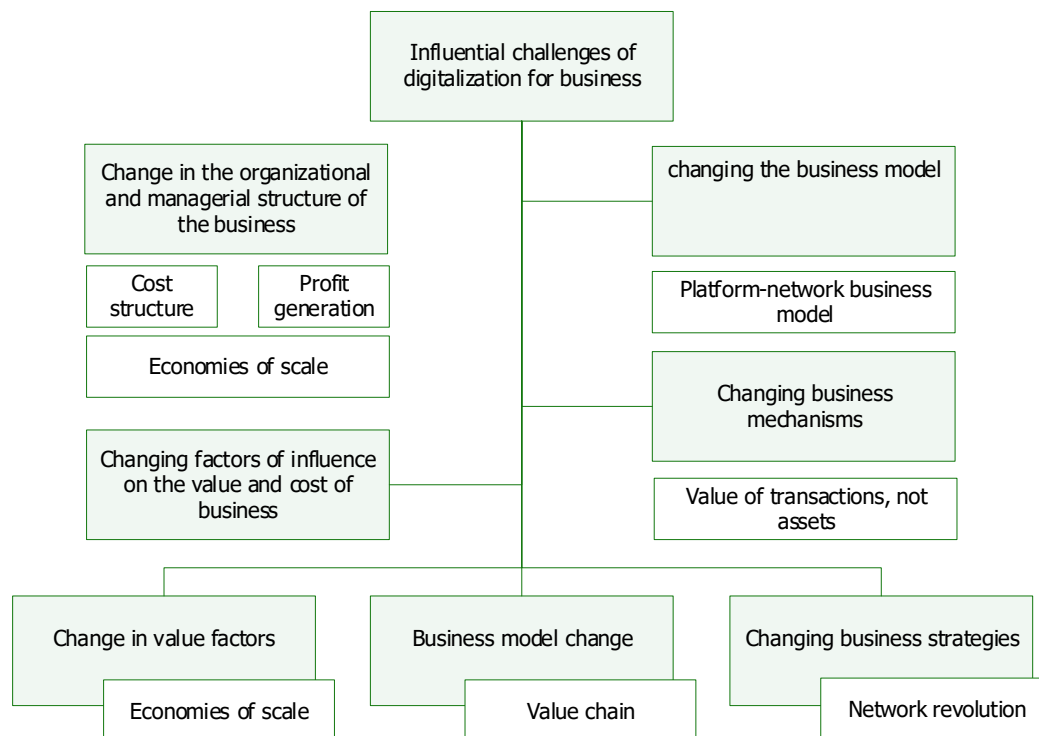


Figure 3. New challenges of digitalization in the context of business process management.

One of the key challenges of digitalization of socio-economic processes for business is to change all the mechanisms of the management system and the development of the business structure. The network revolution has radically changed the structure of business costs and, consequently, the mechanism for generating profits. It is also worth noting that the spread of the Internet and the use of digital technologies have led to a significant reduction in transaction costs for searching for information, concluding transactions, selling goods and services. Additionally, it also provided zero marginal transformation costs for the small business, since the creation of copies of digital goods, and their distribution on the Internet is almost free [13, p. 65].

The scaling of digital business is correspondingly accompanied by profit growth. If earlier the efficiency of an enterprise was associated with production costs (improvement of the organization and management of the production process), as well as the promotion of products to the target consumer (demand generation), today the rapid development of IT technologies has significantly reduced the level of costs in the context of entering new markets, creating and developing a business with a significant reduction in transaction costs.

The business model transformation caused by the emergence of digital technologies is an impetus to change the model of production organization, sales management, and business process management in the direction of reducing the cost of work and services. The central link of the transformational business model is the technology sector, represented by digital technologies, the key ones of which are shown in Figure 4.

Software and hardware manufacturers, as well as companies providing consulting and telecommunications services in the market, are responsible for the functionality and success of the work. Beyond the central link, the digital economy is becoming the basis for the development of new business models, digital platforms, and services that make it possible to improve the efficiency of small business structures. At the same time, the rapid development of advanced digital technologies affects existing traditional industries, and as a result, global restructuring and transformation from the digital economy, which is part of the global economy.

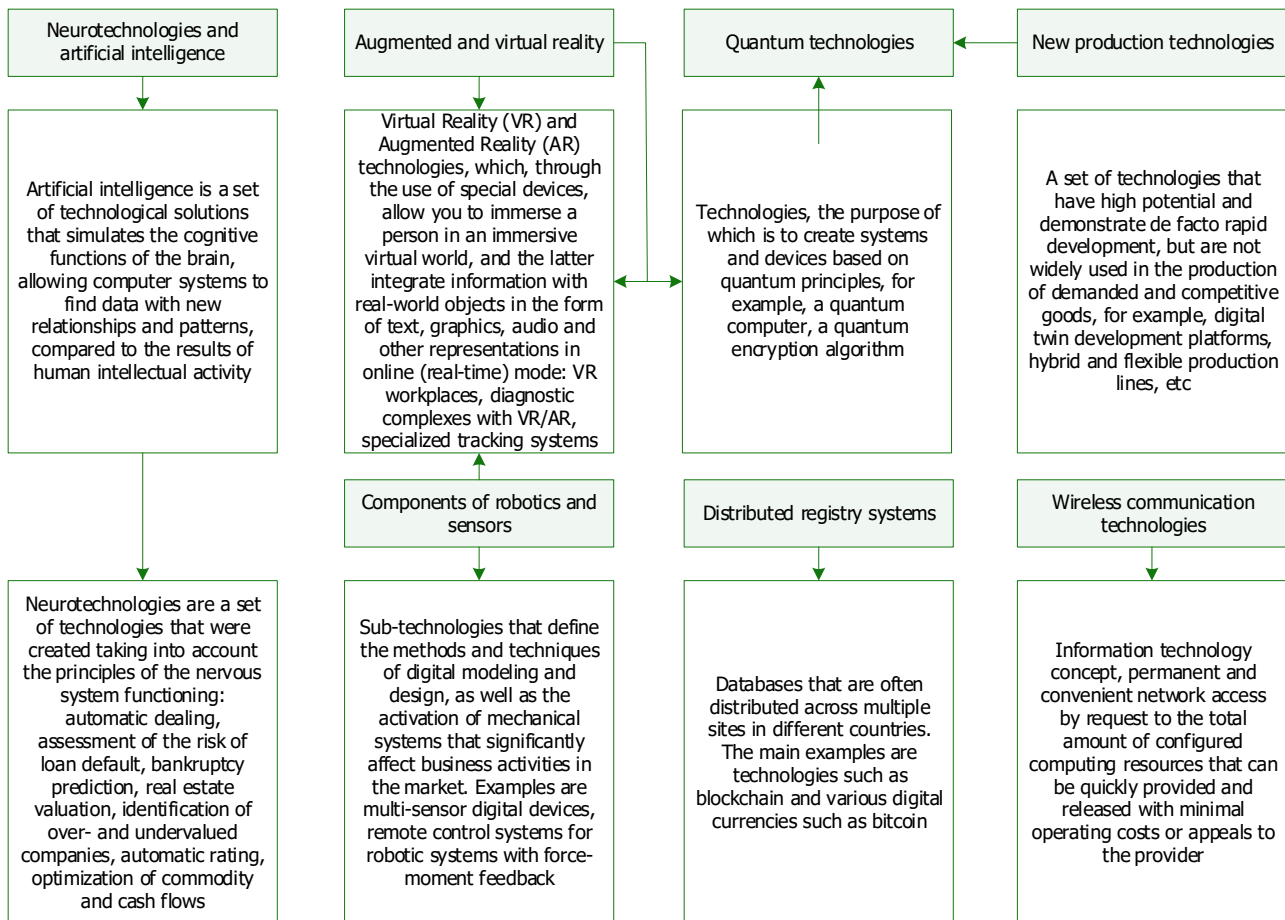


Figure 4. Conceptual components of the business model in the context of digital transformation.

Thus, the basis of business in the digital economy is an information database, around which all business processes are built and improved, new business ideas and business models, and ecosystems are formed, which provide for close interaction and interconnection of all structural elements of the economic system of enterprises in cyberspace. In turn, the introduction of digital technologies allows businesses to significantly reduce both transaction and transformation costs for small businesses, as well as become customer-oriented, forming customized services and products. But in addition to data, there is another factor that causes specific economic effects for digital business – the network revolution, which has led to a fundamental economic and social transformation.

Today, digital technologies have completely changed business, as they have begun to provide innovative companies with the opportunity to gain an advantage over competitors by creating revolutionary and transformational business models. Further rapid transformational changes will be observed in the business process management system and customer interaction system. Business process management systems will continue to be based on standard proven technologies, such as classical automated enterprise management system, accounting, human resources, etc., despite the fact that cloud services have been spreading rapidly in recent years. Customer interaction systems provide an opportunity to differentiate and use more new technologies [10].

In order to meet and exceed customer expectations, small business structures must accelerate the digitization of their business processes. In this aspect, the key goals of digital transformation are increasing the speed of decision-making, increasing the variability of processes depending on the needs and preferences of consumers, reducing the number of employees involved in the process. Target consumers need instant feedback and a clear and user-friendly interface to meet their needs.

Creating digital business processes involves fundamental re-engineering and review of existing constraints. At the initial stage of redesign, it is necessary to select those areas of the process that are related to the customer experience. The key advantage of digitizing business processes is the ability to collect information about customer experience and automatically adapt individual process scenarios in accordance with customer expectations, which allows you to accurately predict customer needs and the most relevant ways and channels of communication with them.

The success of the digital transformation of business processes depends on a number of factors that directly or indirectly affect the final result: the influence of the human factor, the presence of outdated IT systems, and the lack of knowledge or experience in the field of digitalization (Figure 5).

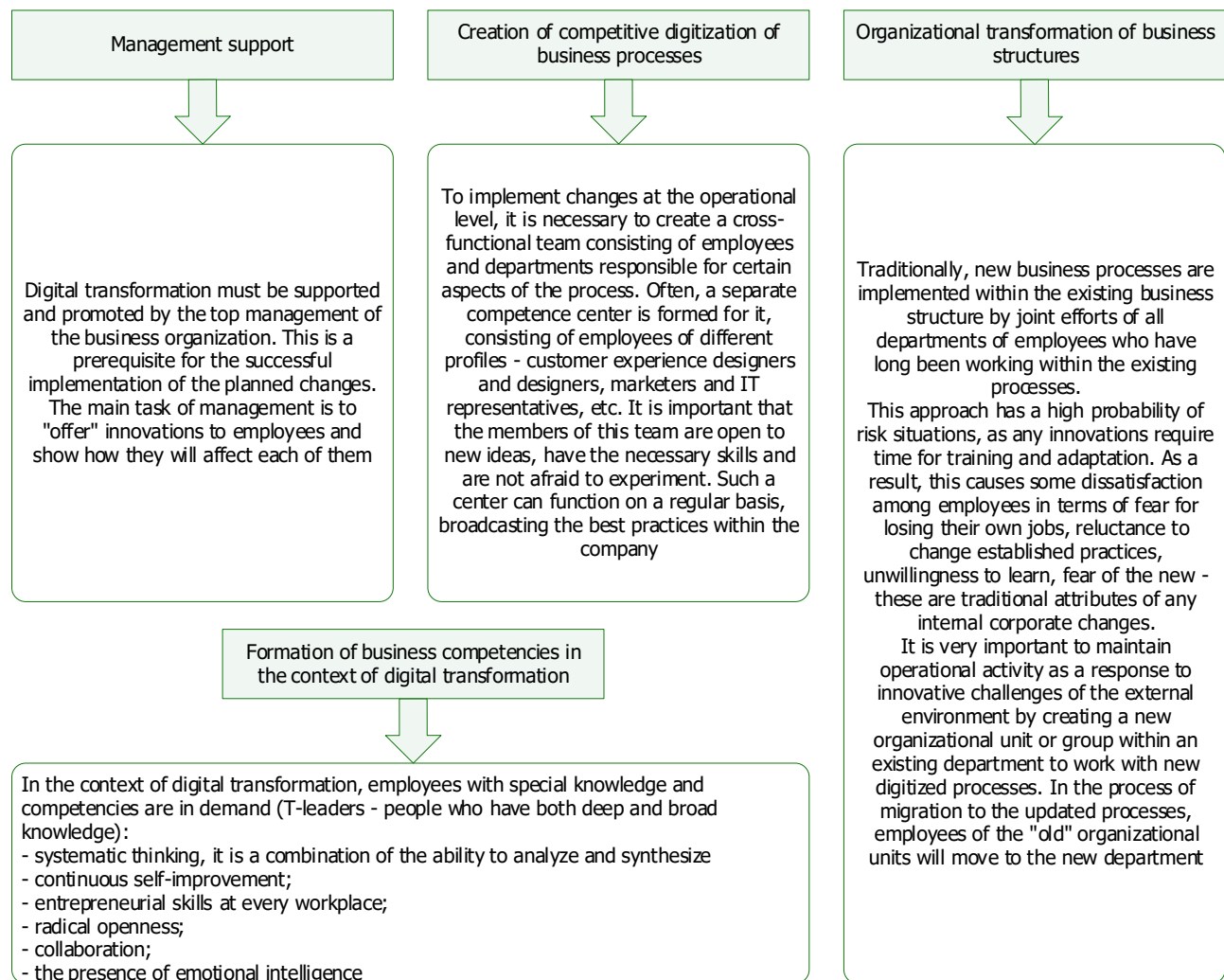


Figure 5. Factors of influence on the efficiency of organizations in the direction of digital transformation of business processes.

Therefore, for the successful digitization of business processes, a very important issue is the availability of specialists in accordance with the requirements of the digital era. To move to the digital level, it is necessary to restructure the internal business processes of organizations, including the transformation of marketing, planning, logistics processes, production, etc. This provides for the rejection of traditional ways of solving operational and strategic tasks in favor of innovative solutions ("smart" equipment, automation of business processes, digital marketing, and foresight technologies) [14]. Those small business structures that successfully adapt their own organizational, economic and managerial infrastructure to the new needs of the information society have the opportunity to sustainably strengthen and consolidate their own competitive positions both in the domestic and foreign markets.

Thus, the analysis of the impact of digital transformations of any direction (production, management, financial, social, etc.), as well as the transformation of production processes, has shown a positive impact on the economic and organizational development of small business structures by increasing labor productivity, the level of competitiveness and efficiency. The general understanding of the effectiveness of such impact is summarized in the following provisions.

Increasing labor productivity. Human capital is one of the tools to increase productivity in the digital economy. The use of digital technologies makes it possible to optimize production by integrating digital technologies into complex and precise production processes, which increases the number of highly productive workplaces, as well as the share of highly qualified specialists in the total number of employees. The dynamics of the IT market is evaluated, first of all, by the number of the main asset - personnel. In recent years, this market shows stable growth of 10-12% every year. In fact, it

is one of the few spheres of the labor market, which, despite the crisis phenomena, not only no is decreasing, but also showing stable growth.

In addition, it becomes possible to use human resources more efficiently, especially mental characteristics and mental abilities, which contribute to increasing the level of labor productivity and, ultimately, affect the overall corporate result.

Increasing the level of capitalization. The use of digital technologies in production helps to optimize the overall efficiency and increase the level of efficiency of the small business structure and makes it possible to create new value chains. As a result, the profitability of the enterprise, its investment attractiveness, and overall value in the market increase. Big data in the digital economy is a resource and a means of production, which can become a factor in the capitalization of both its own (virtual) and analog circuit, which leads to "resource creation" and the appearance of added value

Improving the quality of life and increasing the level of well-being. Digital technologies act as a tool for improving the quality of well-being of citizens, forming a national space in which the central place belongs to a person. There is a simplification of procedures for interaction between citizens and the state in obtaining the necessary services and passing standardized procedures (replacing a driver's license or passport). First of all, this is manifested in a significant increase in the speed of functioning of state information systems. In addition, the quality of life is improved by increasing the satisfaction of needs for access to new types of services or ways of their provision. According to leading experts, digitization will be the main tool for achieving the strategic goal of Ukraine — increasing the GDP by 8 times, up to 1 trillion dollars in 2030, and ensuring the well-being, comfort, and quality of life of Ukrainians at a level higher than the average in Europe [12].

Formation of new markets. According to expert estimates, the digital economy is making significant changes in more than 50% of industries. This is explained by the ability of digital technologies to reduce transaction costs in the interaction of both management and production, and individuals, as well as the possibility of establishing close contact between business organizations and government agencies. All these processes form and develop the digital economy based on network services.

Increasing the level of competitiveness. The main purpose of the introduction of digital technologies is the widespread automation of all production and economic processes carried out at the enterprise, increasing the efficiency of all business entities, intensifying the exchange of knowledge and information, and increasing the share of workplaces in high-tech industries [19]. Companies using digital technologies lead the world markets and promote competition for markets, as their key advantage is the possession of unique information technologies and digital platforms. IT solutions segment remains dominant and is expected to reach in 2025 798.44 billion dollars USA. Such a trend is possible to explain the rapid the latest technologies development, and as a result - the achievement of a high level of competitive advantages both in the domestic and foreign markets.

Increasing the level of cybersecurity. The formation of the digital economy largely depends on ensuring digital security. The preservation of digital data is becoming one of the main areas of security, both at the state level and at the level of small business structures. The implementation of such procedures can be carried out through organizational and technical measures to predict, detect, prevent threats and risk situations, and, as a result, minimize and eliminate their consequences.

DISCUSSION

It should also be noted that in recent years there have also been transformational changes in the logic of doing business, as well as ways of creating customer value. The business model is positioned as a logical scheme for doing business, which provides for the effectiveness of the interaction of properly selected components. This scheme helps to understand how the organization creates customer value, interacts with them and provides business profitability. New business models are emerging in the digital economy due to the creation and development of innovative technologies. Quite often, the key element of new business models is the widespread use of potential network opportunities.

The role of digital technologies in the activity of small business structures in the modern world is changing, and if the third technological revolution was aimed at changing the economy, the fourth - at a profound change in socio-economic development and therefore of him it is more appropriate to call it humanitarian and technological. The fourth technological revolution is a process of global economic development changes based on NBICS technologies, the key basis of which are digital technologies. Its goal is a fundamental reconstruction of the existing socioeconomic system.

Based on the above the success of the process of digital transformation of small business structures largely depends on the efficiency and effectiveness of solving the issues of effective business digitization, which will make it possible to obtain a tangible economic effect, build labor productivity, increase profits and reduce the costs of business entities.

Successful digital transformation of a business requires a massive transition from the process model of management (within which the enterprise is managed as a system consisting of interconnected functions and processes) to the object model. The process model provides stable management of the enterprise only at the level of business processes to solve tactical tasks. Time as object management enables the development of the enterprise at the level of closely related entities – objects significantly increases the efficiency of strategic management and increases the possibilities in the flexible management of business processes.

Therefore, using the proposed model, the small business structure can be represented as a network of related objects that function within the approved development strategy and dynamically interact with each other. Thus, the managerial approach focused on the design and optimization of business processes is being replaced by a new approach that is more complex, characterized by a much higher level of abstraction, adaptability and sustainability.

CONCLUSIONS

Thus, the results of the research on the analysis of the impact of digital transformations showed the inevitable evolution of business processes and the need to change traditional business schemes. Digital data has evolved from a supporting element of the value chain into its source and new business models have emerged, the basis of which is the transformation of the database into a profitable asset.

It should also be emphasized the importance of state participation to ensure further information development aimed at digitizing the activities of small and medium-sized enterprises for the implementation of innovative projects. The transition to a digital environment will enable to overcome a number of gaps and limitations inherent in traditional business and stimulate effective innovative development of small business organizations.

The key success factor in the process of digital transformation of small business structures is determined not by information technologies themselves, but by progressive management models that allow to implement in practice the most promising technical and organizational solutions. The need to change management models is dictated by modern realities – the intensive spread of digital technologies, increasing the value of information resources, the development of the telecommunications industry, strengthening the production, economic and technological specialization of business entities, as well as increasing competition in dynamically changing markets. In this regard, business needs not only temporary data processing tools, powerful hardware and software, but also comprehensive solutions to transform the management structure of the enterprise, optimize business processes, and increase efficiency.

The application of a new approach to management in the context of business digitization will enable the formation of systems of mutually beneficial relations between various objects: product manufacturers, transport, trade, insurance, IT companies, end consumers, as well as government agencies and scientific organizations. It will be possible to research consumer markets more effectively using big data and conduct a comprehensive multifactorial analysis of market conditions.

Thereby, in the coming years, the national business will be transformed from an economic system that consumes and distributes various resources (goods and services) into an expert system that manages information, knowledge and experience. Gradually, a management model will be formed that will unite heterogeneous small business entities into a single information system, which will have higher economic efficiency and will be more able to minimize current and potential threats of unprofitable business activities.

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АНАЛІЗ УПЛИВУ ЦИФРОВИХ ТРАНСФОРМАЦІЙ НА РОЗВИТОК НАЦІОНАЛЬНИХ БІЗНЕС-СТРУКТУР

Метою цієї наукової статті є аналіз впливу цифрових трансформацій на ведення бізнесу з метою обґрунтування актуалізації цифрової трансформації діяльності бізнес-структур на основі подальшого розвитку нових бізнес-моделей, цифрових платформ, а також сервісів, які дають змогу підвищити рівень ефективності національних бізнес-структур.

Для досягнення поставленої мети було проведено дослідження методами аналізу та синтезу (для аналізу управління бізнес-процесами організацій та порівняння особливостей функціонування з використанням традиційних підходів та інноваційних цифрових технологій), системного аналізу, індукції та дедукції (для визначення напрямів управління бізнес-процесами на основі технологій цифровізації), порівняння та групування даних, якісний та кількісний аналіз, графічний метод (для ілюстрованого представлення результатів дослідження), абстрактно-логічний, абстрагування та конкретизації, системний підхід.

Розглянуто генезис розвитку трансформаційних процесів цифровізації бізнесу. Визначено ключове значення та роль аналізу основних викликів та напрямів цифрових трансформацій в сучасних умовах ведення бізнесу, включаючи важливі питання антикризового забезпечення стабільного економічного розвитку малих бізнес-структур на довгострокову перспективу в епоху інформатизації суспільства. Обґрунтовано ключові фактори впливу на структурні та організаційні зміни процесів цифровізації, які суттєво впливають на умови та методи ведення бізнесу. Установлено, що цифрова трансформація економічного розвитку бізнес-структур призвела до появи нових викликів у контексті управління бізнесом.

Визначено, що основу бізнесу в умовах цифрової економіки становить інформаційна база даних, навколо якої будуються та удосконалюються усі бізнес-процеси, формуються нові бізнес-ідеї та бізнес-моделі та екосистеми, що передбачають тісну взаємодію та взаємозв'язок усіх структурних елементів економічної системи підприємств у кіберпросторі. Доведено, що створення цифрових бізнес-процесів пов'язано з фундаментальним реінжинірингом та переглядом існуючих обмежень, а також із врахуванням низки чинників, які прямо чи опосередковано впливають на кінцевий результат діяльності структур малого бізнесу.

Здійснений аналіз впливу цифрових трансформацій будь-якої спрямованості (виробничих, управлінських, соціальних та кадрових) на ефективність діяльності малих бізнес-структур, а також зміни в їх бізнес-моделях, що позиціонуються як логічна схема ведення підприємницької діяльності та передбачають ефективність взаємодії правильно підібраних компонентів, засвідчили наявність позитивного впливу на економічний та організаційний розвиток бізнес-структур через підвищення продуктивності праці, рівня конкурентоспроможності та ефективності діяльності.

Ключові слова: цифрова трансформація, структура бізнесу, бізнес-процеси, диджиталізація бізнесу, диджиталізація, інформаційні технології

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