

## **DIGITALISATION OF BUSINESS ECOSYSTEMS IN THE MODERN ECONOMIC PARADIGM IN THE CONTEXT OF DIGITAL TRANSFORMATION OF THE ECONOMY**

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**Introduction.** Digital business ecosystems are of particular importance from a practical point of view, as companies from various sectors of the economy seek to use external resources to meet the growing needs of customers. In today's business environment, the concept of digitalization of society and the economy is seen as the basis for implementing innovative changes. In this sense, digital transformation is aimed at diffusing digital technologies into all types of business and social life, which requires the creation of an appropriate regulatory environment.

Digitalization is a major driver of global economic growth and a key factor in the development of the digital economy in Ukraine. An analysis of government initiatives to develop the digitalization of the national society and economy shows that this process is increasing in intensity in Ukraine.

The digital transformation of business in Ukraine makes a significant contribution to sustainable economic growth, increasing the competitiveness of basic industries and innovative sectors of the economy. The use of digital technologies is becoming mandatory for many types of business in Ukraine operating in the modern competitive environment. In the context of Ukraine's European integration, there is a need to join European programmers of digitalization and digital transformation of business.

**Analysis of research and publications.** This topic has been thoroughly researched by the following scholars: Kindler A., Siegel D., Paulsen J. H. carefully developed digital ecosystem technologies and new business opportunities [1], Fishchuk V. and Matiushko V., Cherniev E. explored the prospects for the digital economy until 2030 [3], Chung V., Dietz M., Rab I. & Townsend Z. [5] investigated the rise of the ecosystem for this period, the criteria for recognising digital ecosystems have been in the spotlight in research Koch M., Krohmer D., Naab M., Rost D., Trapp M. [6], ecosystem needs are considered by the following scientists Pidun U., Reeves M., Schüssler M. [7], digital eco-systems have gained attention Hein A., Schreieck M., Riasanow T. [8, pp. 87–98], Senyo P. K., Liu K., Effah J. [9, pp. 52–64], Williamson P. J., De Meyer A. [10, pp. 24–46] Explored the benefits of ecosystem functioning, The art of ecosystem management is given attention in research Lang, N., Szczepanski, K., Wurzer, C. [11], The biology of ecosystem survival was studied Reeves M., Levin S. & Ueda D. [12, pp. 48–55], The issues of e-business and its development were investigated by Kulyk V. [13, pp. 80–110], ecosystem innovations have been addressed in research Ketonen-Oksi S., Valkokari K. [14, pp. 25–34] and many other leading scientists. However, the study requires an even deeper analysis, which is the focus of the chosen topic.

**Objectives of the article.** The study aims to identify the essential features of digital business ecosystems and the principles of their functioning in order to differentiate them from other forms of coordination of economic activity, taking into account the peculiarities of the digital economy.

**The main material of the study.** The current economic paradigm is changing under the influence of digital technologies, which transform the material basis of production, generate new opportunities for market

interaction between business entities and approaches to coordinating economic activities. One of the forms of such interaction is the business ecosystem. In particular, high-tech business uses platform ecosystems as a management model and displaces traditional corporations from their leadership positions. The study aims to identify the essential features of digital business ecosystems and the principles of their functioning to differentiate them from other forms of coordination of economic activity, taking into account the peculiarities of the digital economy. Despite the fact, that many business ecosystems have become successful due to digitalization, the concept of an ecosystem in business emerged long before the spread of digital technologies. Business borrowed the concept of ecosystems from biology. The term was coined in the 1930s by British botanist Arthur Tinsley. He defined ecosystems as local communities of organisms that interact with each other and the environment. To exist, these organisms compete and cooperate, evolve together and adapt to external shocks [12, pp. 48–55].

Digital business ecosystems are of particular importance from a practical point of view, as companies from various sectors of the economy seek to use external resources to meet the growing needs of customers. The ecosystem approach allows companies/firms/enterprises and other forms of organizations to move to a new form of cooperation – to provide customers with a package of services aimed at meeting their needs in full. At the center of the ecosystem is the customer, his or her interests and needs, which companies are trying to meet. The implementation of the ecosystem approach fundamentally changes the approach to the principles of competition – now dynamic competition is built on a completely different level and can be carried out between business ecosystems, both in the external and internal environment.

Digitalization is effectively promoting the idea of business ecosystems and enabling its full implementation with digital platforms.

Digital technologies have made it possible to develop the ecosystem approach on a larger scale. At the same time, an effective system of cooperation and enhanced interaction based on business partnerships rather than competition both inside and outside the system should be developed within the business ecosystem.

Business ecosystems are a form of flexible and diverse cooperation and business partnerships that allow to erase industry boundaries, move away from old approaches and develop customer focus not in the direction of “fighting for a customer”, but in the direction of interaction with customers, meeting their needs for services, purchasing goods and other activities within the framework of digitalization. Models of business ecosystems are shown in Table 1.

Table 1

**Models of business ecosystems**

<b>Scaling the key product of the business ecosystem</b>	
Vertical	Generates the lion's share of revenue for the business and brings benefits to the client
Horizontal	Scales its key product as neighboring market segments develop.
<b>The degree of closure (openness) of the ecosystem</b>	
Open	Third-party developers can create on the business ecosystem platform, third-party participants can sell their products on the business ecosystem marketplace
Closed	The platform has products created by the company organizing the business ecosystem
<b>Approach to building an ecosystem</b>	
Multiproduct	Includes products of a single corporate entity, often through separate divisions or independent business entities.
Multi-actor	Includes independent participants to ‘co-create value’ that cannot be created by companies separately

*Source: compiled by the author based on [5; 7; 8, pp. 87–98; 10, pp. 24–46]*

In the context of rapid digitalization, marketing tools have reached a completely new level, creating new relationships with customers through online advertising, the ability to place orders online, real-time customer service, and products and services that best meet customer needs. Digitalization opens up new opportunities and, most importantly, helps to optimize and improve the company's operations, which is especially important for Ukrainian businesses during the war.

Digitalization is the future of both global and Ukrainian business. During the pandemic and the war, it is the only way for most Ukrainian companies to remain resilient and continue to grow. Digitalization makes businesses competitive in the market. Over time, digital transformation will penetrate all sectors of the economy, and entrepreneurs must respond to these changes. This process will help optimize both core

and auxiliary business processes, and for Ukraine, it will solve key problems in a time of war. At the present stage, there are a large number of digital tools, among which you can choose the appropriate direction of digitalization for your business [6].

Companies have limited resources, so there is a need to use them rationally. In this regard, it is valuable to study and find ways to implement digital transformation in enterprises, methods of optimizing business ecosystems in the current environment, as well as to study the various effects of digitalization on the Ukrainian economy.

The current conditions of society's development are characterized by the intensification of the digitalization process, i.e. the digital transformation of society. This process is taking place in all spheres of life, especially in the economy and business, education and healthcare, the financial market, labor and trade, manufacturing, healthcare, insurance, banking, etc.

In today's business environment, the concept of digitalization of society and the economy is seen as the basis for implementing innovative changes. In this sense, digital transformation is aimed at the diffusion of digital technologies into all types of business ecosystems and social life, which requires the creation of an appropriate regulatory environment.

Digitalization is a major driver of global economic growth and a key factor in the development of the digital economy in Ukraine. An analysis of government initiatives to develop the digitalization of the national society and economy shows that this process is increasing in intensity in Ukraine.

In Ukraine, the most accessible and widespread examples of digitization and communication with government agencies are the Diya app, Netflix services, e-governance, and online learning. The transformation of Ukraine's healthcare, education, tourism, and security sectors has begun. Digitalization is relevant to a significant share of activities of domestic, joint ventures and foreign enterprises [13, pp. 80–110].

A business ecosystem that follows the latest trends in digital innovation and is ready to implement them, is able to adapt to more flexible business processes, has a significant potential for success, and also receives significant benefits.

- Efficiency of interaction between employee and employer;
- The digital economy is changing the rigid working hours of employees into flexible ones.

In the context of Ukraine's European integration, there is a need to join European programmers of digitalization and digital transformation of business. The focus of European countries on increasing the use of cloud settlement services by national companies and increasing the digital intensity of small and medium-sized businesses is noteworthy. These strategic directions of development are reflected in the provisions of the “2030 Digital Compass: the European way for the Digital Decade” [3; 4].

Today, the use of digital technologies is even becoming mandatory for many businesses operating in today's competitive environment, especially to save time and avoid unnecessary costs. Digitalization can provide many benefits, whether the company is switching from paper invoices to electronic invoices or completely revising all operations related to sales organization for online optimization and automated diagnostics.

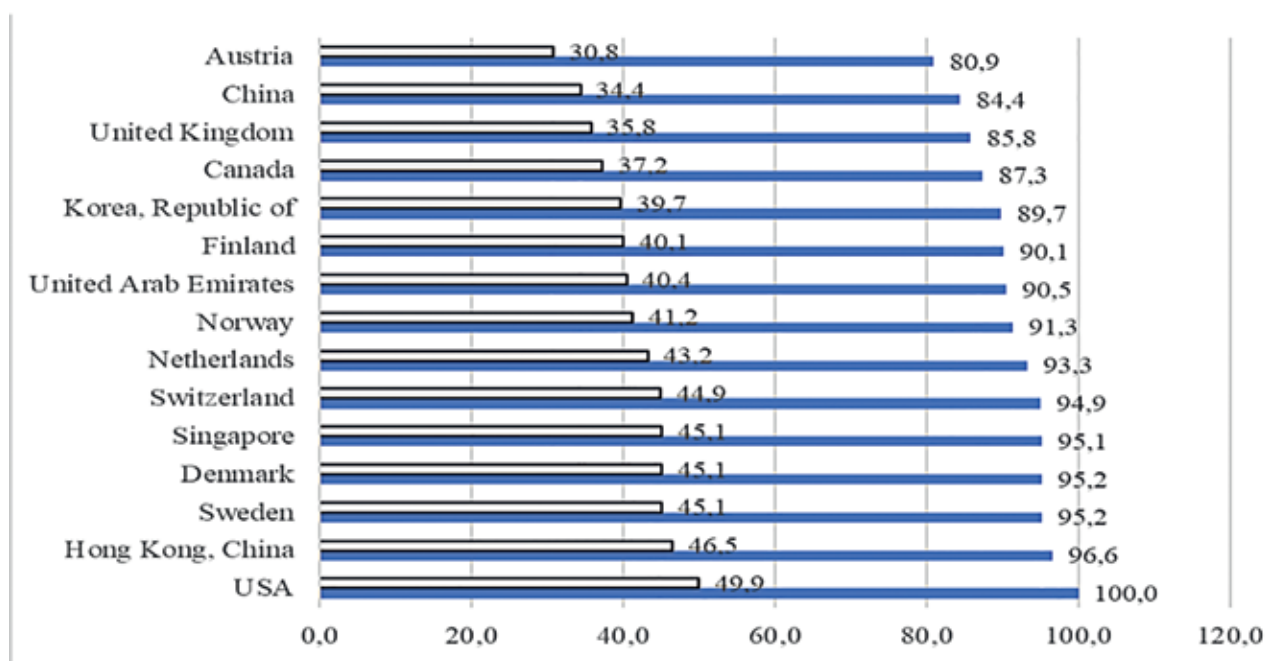
The idea of digital transformation has been relevant for the past few decades. The introduction of digital technologies into a company's operations brings a number of benefits, such as increased production flexibility and more efficient business ecosystems. For the state as a whole, the benefits of digitalization include the emergence of a new source of GDP growth, the creation of new jobs, and more efficient use of available resources.

Today, digital transformation is one of the most important tools for increasing a company's competitiveness in the context of large-scale digitalization of various spheres of life. This is because digital transformation has a significant impact on the way a business is organized and managed, marketing efficiency, resource availability, cost reduction, and even achieving economies of scale.

Digital transformation is not only about implementing technology, but also about changing the way we think and approach business ecosystems. New technologies, including digital platforms, are inevitably becoming a source of transformation of business processes. The development of information technology has led to a change in the way we do business.

A comparison of Ukraine's digital competitiveness rating with foreign countries is shown in Figure 1.

Electronic information exchange between businesses can significantly improve the efficiency of business ecosystems, leading to lower costs and fewer employees involved in processing all documents and reducing the time required to organize a large number of transactions. It ensures the speed and accuracy of information,



**Figure 1. Comparison of Ukraine's digital competitiveness ranking with foreign countries**

*Source: [1; 2; 8, pp. 87–98; 9, pp. 52–64; 11; 14, pp. 25–34].*

as well as high speed of financial calculations. In the general sense, a business ecosystem using Internet technologies is carried out electronically. Business ecosystems using Internet technologies are understood as the implementation of key business processes using information technologies and the Internet. Business ecosystems using Internet technologies are developing rapidly, and accordingly, the activities of enterprises are adapting to the requirements of the 'new economy' and are fully or partially transferred to cyberspace. The advantage of business ecosystems using Internet technologies is its mobility and efficiency, which leads to more effective management decisions.

Ukraine has the capabilities and resources to develop and improve business ecosystems using Internet technologies, such as human potential, specialists, the number and quality of payment systems and Internet service providers, which are constantly growing, and the legislative framework for the functioning of business ecosystems using Internet technologies is being improved.

With the development of computer networks and information technology, enterprises are using information systems to automate the management of business ecosystems, which are also rapidly evolving and allowing for greater efficiency.

Enterprise-wide information systems have become increasingly common as businesses expand globally and management decisions have been devolved to local managers so that they can have more autonomy in decision-making, but still have to be aware of the whole organization to make the right decision.

Today, the following information systems can be used by enterprises:

- ERP systems (Enterprise Resource Planning System) – resource management systems;
- SCM systems (Supply Chain Management) – logistics supply chain management systems;
- CRM-systems (Customer Relationships Management) – customer relationship management systems.

SAP SE, for example, offers its customers many interesting products, which the company has divided into several categories.

SAP S/4HANA is a modern version of the previous SAP ERP system, the last update of which was released in 2016. In 2027, support and maintenance for the outdated version will be discontinued. However, if a company is unable to upgrade to SAP S/4HANA, it is possible to purchase the SAP ECC 6.0 Enhancement Pack 8 extension, which is valid until 2030.

Thus, the user can find a convenient package, depending on business needs and budget. SAP SE is the largest developer of enterprise software in Europe. The organization was named System Analysis Programmed Development (Systemanalyse Programmentwicklung), which stands for System Analysis Programmed Development. The name was later shortened to SAP. The new software was called the Real Time System. SAP

was developing rapidly, and in 1992, it was known not only in Germany but also in many countries around the world. It offered interesting technological solutions that worked stably and gradually began to replace similar programmers from other developers. This allowed SAP to become a monopolist in the market in 2003. The SAP system is actively entering the Ukrainian market and can significantly simplify business ecosystems. However, it is not enough to simply connect computers and other equipment of the enterprise to it. The SAP system requires that no employee sabotages its operation or makes updates to the database. Information provided late or not at all can lead to erroneous analysis and decisions that are fatal to the business. SAP SE offers products for large, medium and small businesses. The software is scalable, so a company can quickly install the necessary modules as it grows. The platform will be relevant not only for business ecosystems. It can be used by public, charitable, sports organizations, foundations, scientific and medical institutions, etc. The platform also provides for the possibility of implementing modules created by another developer. This provides additional opportunities to adapt the system to the needs of your business. SAP S/4HANA is updated once a quarter. The developer promises that support will be available until at least 2040. Joining the European programmer of digitalization and digital transformation of business ecosystems, namely the SAP system, will automate all business processes, which will reduce the risk of errors, allow departments to interact efficiently, improve employee performance, and expand the system's capabilities in the future, working with various types of data. SAP S/4HANA is also able to cover all the needs of a large company, use artificial intelligence to assess the current situation, prospects, and effectiveness of solutions; it has the flexibility to customize the system to meet customer needs, the ability to use the platform for different needs – business, public and charitable organizations, government services, etc., fast updates and technical support, as well as support for different languages and adapt the user interface to your liking.

**Conclusions.** Thus, based on the results of the study, it can be concluded that Ukraine has joined the global digitalization process and is undergoing transformational changes towards the formation of a digital society and digital economy. Despite the full-scale invasion, regional digital transformation remains a constant priority for the Ministry of Digital Transformation of Ukraine. After all, regional digitalization, especially in times of war, is necessary to provide quality medical, educational, social, administrative and other public services, ensure access to mobile and fixed-line internet, and improve cybersecurity and the functioning of critical infrastructure in general. The business models of the world's largest companies are aging and no longer provide the same source of value to consumers and guarantee large profits as they used to. New technologies, including digital platforms, are inevitably becoming a source of transformation for business ecosystems. The digital economy is already changing consumer preferences and production methods, and it is capable of disrupting entire sectors of the economy. Because of these processes, business ecosystems are undergoing radical changes, including changes in the value proposition, monetization and strategic control methods, as well as requirements for critical competencies and operating models.

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JEL M41

**Alla Dmytrenko**, Doctor of Economics, Docent, Professor at the Department of Finance, Banking and Taxation, National University "Poltava Polytechnic named after Yuri Kondratyuk". **Digitalisation of business ecosystems in the modern economic paradigm in the context of digital transformation of the economy.**

Digital business ecosystems are of particular importance from a practical point of view, as companies from various sectors of the economy seek to use external resources to meet the growing needs of customers. In today's business environment, the concept of digitalization of society and the economy is seen as the basis for introducing innovative changes. In this sense, digital transformation is aimed at diffusing digital technologies into all types of business and social life, which requires the creation of an appropriate regulatory environment. Digitalization is a major driver of global economic growth and a key factor in the development of the digital economy in Ukraine. An analysis of government initiatives to develop the digitalization of the national society and economy shows that this process is increasing in intensity in Ukraine. The digital transformation of business in Ukraine makes a significant contribution to sustainable economic growth, increasing the competitiveness of basic industries and innovative sectors of the economy. The use of digital technologies is becoming mandatory for many types of business in Ukraine operating in the modern competitive environment. In the context of Ukraine's European integration, there is a need to join European programmers of digitalization and digital transformation of business.

**Key words:** business, ecosystem, digitalization, European integration of Ukraine, paradigm, digital transformation, digital technologies.

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Діджиталізація відкриває нові можливості, а головне – допомагає оптимізувати та покращити діяльність підприємства, що особливо актуально для українського бізнесу під час війни. Цифрові технології не лише створюють величезний потенціал для підвищення продуктивності компаній, вони також можуть покращити економічну стійкість. Тепер діджиталізація виступає основою для успішних комунікаційних зв'язків з клієнтами, зменшення загальних витрат та оптимізації бізнес-процесів. Компанії мають обмежені ресурси, тому є потреба у їх раціональному використанні. У зв'язку з цим набуває цінності вивчення та пошук шляхів впровадження цифрової трансформації на підприємствах, методів оптимізації бізнес-процесів в сучасних умовах, а також дослідження різних наслідків діджиталізації для економіки України. Даний процес допоможе оптимізувати як основні бізнес-процеси, так і допоміжні з керуючими. Цифрові бізнес-екосистеми набувають особливого значення з практичної точки зору, оскільки в сучасних умовах компанії з різних секторів економіки прагнуть використовувати зовнішні ресурси для задоволення зростаючих потреб клієнтів. У сучасних умовах господарювання поняття цифровізації суспільства та економіки розглядаються як основа впровадження інноваційних змін. У цьому сенсі цифрова трансформація спрямована на дифузії діджитал-технологій в усі види бізнесу та суспільного життя, що потребує створення відповідного нормативно-правового середовища. Діджиталізація є основним фактором зростання світової економіки і головним фактором розвитку цифрової економіки в Україні. Аналіз урядових ініціатив щодо розвитку цифровізації національного суспільства й економіки показує, що в Україні відбувається підвищення інтенсивності перебігу цього процесу. Цифрова трансформація бізнесу в Україні забезпечує значний внесок у стійке економічне зростання, підвищення конкурентоспроможності базових галузей та інноваційних секторів економіки. Використання цифрових технологій стає обов'язковим для багатьох видів бізнесу України, який працює в сучасному конкурентному середовищі. В умовах євроінтеграції України існує потреба у долученні до європейських програм діджиталізації та цифрової трансформації бізнесу.

**Ключові слова:** бізнес, екосистема, діджиталізація, євроінтеграції України, парадигма, цифрова трансформація, цифрові технології.