

покращувати операційні процеси та приймати обґрунтовані бізнес-рішення на основі аналітики. Використовуючи ці переваги, компанії можуть створювати гнучкіші та стійкіші бізнес-моделі, які дозволяють їм залишатися конкурентними у швидкозмінному глобальному середовищі.

#### Література:

1. Офіційний сайт Google Cloud – [Електронний ресурс]. – Режим доступу: <https://cloud.google.com>
2. Forrester Research: The Role of Cloud Computing in Business Competitiveness – [Електронний ресурс]. – Режим доступу: <https://www.forrester.com>
3. Що таке GCP та як ви можете використовувати його для свого бізнесу – [Електронний ресурс]. – Режим доступу: <https://cloudfresh.com/ua/cloud-blog/shho-take-gcp-ta-yak-vy-mozhete-vykorystovuvaty-jogo-dlya-svogo-biznesu/>
4. What is Platform as a Service (PaaS)? – [Електронний ресурс]. – Режим доступу: <https://cloud.google.com/learn/what-is-paas?>
5. Generative AI on Google Cloud – [Електронний ресурс]. – Режим доступу: <https://cloud.google.com/ai/generative-ai?>
6. Google security overview – [Електронний ресурс]. – Режим доступу: <https://cloud.google.com/docs/security/overview/whitepaper>

**Udovychenko D.O.**

Student of the second (master's) level of higher education  
State University of Intellectual Technologies and Communications  
Odesa, Ukraine

**Stanislavyk O.V.**

Doctor of Economic Sciences, Professor  
State University of Intellectual Technologies and Communications  
Odesa, Ukraine

### **DIGITAL TRANSFORMATION OF SMALL AND MEDIUM ENTERPRISES IN UKRAINE: INNOVATION AS A FACTOR OF ENHANCING COMPETITIVENESS**

In recent times, digital transformation has become a pivotal element for economic progress worldwide, and Ukraine is no exception. Small and medium-sized enterprises (SMEs), which are the core of Ukraine's economic structure, are increasingly acknowledging the power of digital innovations. These advancements offer new possibilities to optimize business processes, expand market outreach, and drive creativity. For Ukrainian SMEs, digital transformation has evolved into a necessity, rather than an option, to remain competitive on both local and international markets. Although the potential is considerable, the path to digitalization presents its own unique challenges and opportunities.

SMEs hold a critical position within the Ukrainian economy, contributing substantially to job creation and GDP. However, many of these businesses face obstacles such as limited access to cutting-edge technology, financial constraints, and difficulties in expanding beyond local markets. These issues make digital transformation an essential tool for helping SMEs overcome these limitations. By adopting digital solutions, SMEs can streamline workflows, lower operational expenses, and enhance customer interactions. These improvements are not only operational but also strategic, enabling SMEs to better compete with larger entities and international players.

The process of digital transformation is multi-dimensional, requiring more than just the implementation of new technologies [1]. It necessitates a comprehensive restructuring of traditional business models, marketing approaches, and customer relationship management. For Ukrainian SMEs, digital tools like e-commerce platforms, cloud computing, and data analysis have become integral components of this evolution. For instance, e-commerce platforms enable businesses to transcend geographical boundaries, reaching consumers in new regions and globally. This expanded

market access is particularly beneficial for SMEs with limited resources, as it reduces the need for physical expansion and cuts overhead costs.

In addition to e-commerce, cloud computing has emerged as a crucial asset for Ukrainian SMEs. Cloud solutions offer flexible access to essential software and data storage, eliminating the need for costly IT infrastructure. As a result, SMEs can scale their operations more dynamically, allowing them to respond swiftly to shifts in consumer demand and market trends. This technological adaptability is vital for maintaining competitiveness in an ever-changing market environment.

When combined with the rising use of data analytics, cloud technology allows businesses to make data-driven decisions, further improving their competitive standing [2].

While digital tools like cloud computing and e-commerce provide tangible benefits, innovation is the key to unlocking the full potential of digital transformation.

For Ukrainian SMEs, innovation goes beyond product development, encompassing new methods of service delivery, customer engagement, and internal organization [3]. For example, automation technologies can streamline repetitive tasks such as order processing, inventory management, and customer service. This not only boosts efficiency but also frees up employee time to focus on more value-added activities like innovation and long-term planning. By integrating automation, SMEs can enhance productivity while maintaining or even lowering operational costs.

Artificial intelligence (AI) and machine learning are also becoming increasingly integral to the digital transformation journey of SMEs. These technologies enable businesses to personalize customer experiences, anticipate market behaviors, and refine pricing strategies. By leveraging AI-powered insights, SMEs can adjust their offerings to meet customer expectations more effectively, which strengthens customer loyalty and boosts competitiveness. However, the adoption of such advanced technologies requires specialized skills, which many SMEs currently lack. This skills gap highlights the need for targeted education and training programs designed to equip SME owners and employees with the knowledge necessary to capitalize on these technologies.

Despite the numerous advantages of digital transformation, Ukrainian SMEs encounter several challenges in implementing these changes. One of the most pressing issues is financial limitations, as many small businesses operate on tight budgets that restrict their ability to invest in new technologies. Additionally, digital infrastructure in some regions of Ukraine, particularly in rural areas, is underdeveloped, making it difficult for SMEs to fully utilize the benefits of digital tools. Overcoming these obstacles will require coordinated efforts from both the public and private sectors, including government initiatives aimed at providing financial aid and improving digital infrastructure.

Resistance to change is another factor that can slow the digital transformation of SMEs. Some business owners are hesitant to invest in digital technologies due to concerns about the complexity and costs of implementation. This reluctance often stems from a lack of awareness about the tangible benefits that digital transformation can offer. To address this issue, the government, alongside industry associations, must work together to promote the advantages of digital technologies and provide clear examples of successful digital transformations. By doing so, they can help alleviate concerns and encourage more SMEs to adopt digital tools.

Government support plays a vital role in enabling the digital transformation of SMEs in Ukraine. Financial assistance through grants, tax incentives, and low-interest loans can help reduce the financial burden of implementing new technologies. Furthermore, public-private partnerships can offer SMEs access to advanced digital tools and training programs, empowering them to navigate the digital landscape effectively. By fostering an environment that supports digital innovation, the Ukrainian government can help SMEs unlock their full potential, thus enhancing their competitiveness in both national and global markets.

In conclusion, we note, that the digital transformation of small and medium-sized enterprises in Ukraine is crucial for improving their competitiveness in an increasingly digitalized global economy. By incorporating innovative technologies such as e-commerce platforms, cloud computing, automation, and AI, SMEs can enhance operational efficiency, access new markets, and better serve their customers. However, to fully realize the benefits of digital transformation, SMEs

must overcome financial, infrastructural, and educational barriers. With solid government backing, investment in digital skills, and a readiness to embrace change, Ukrainian SMEs can leverage the power of digital transformation to foster sustainable growth and long-term success.

### References:

1. Voloshchuk, L.O., Maslennikov, Ye.I., Kuznetsov, E.A., Safonov, Yu.M. et al. (2019). Innovative economy: theoretical and practical aspects. Issue 4. Kherson: OLDI-PLUS (In Ukrainian).
2. Maslennikov, Ye.I., Kuznetsov, E.A., Safonov, Yu.M., Filyppova, S.V. et al. (2016). Innovative economy: theoretical and practical aspects. Kherson: Hrin D.S. (In Ukrainian).
3. Kovalenko, O.M. (2011). Features of forming the innovative strategy of a machine-building enterprise. Proceedings of Odessa Polytechnic University. No. 3(37). pp. 129-134 (In Ukrainian).

**Федчик О.В.**

Державний університет інтелектуальних технологій і зв'язку  
м. Одеса, Україна

## ВПЛИВ ЦИФРОВОЇ ТРАНСФОРМАЦІЇ БІЗНЕСУ НА КОНСАЛТИНГОВІ ПОСЛУГИ В СФЕРІ ІКТ

Інноваційні бізнес-моделі цифрової економіки мають високий ступень безпеки зберігання та користування своїми персональними даними. Вся інформація має крипто ідентифікатори та зберігається на основі запровадження технології блокчейна. Сучасні тренди розвитку технологічних засад цифрової економіки свідчать про поширення штучного інтелекту та машинного навчання, функціонування яких можливо за рахунок Big Data. В сьогоднішні майже всі розвинені країни ЄС мають програми цифрової трансформації та цифровізації всіх сфер суспільства. Нині стає очевидним, що нова парадигма потребує зміни національних законодавств і стратегій розвитку держав. Розвиток цифровізації супроводжується змінами в структурі ВВП країни (рис.1).

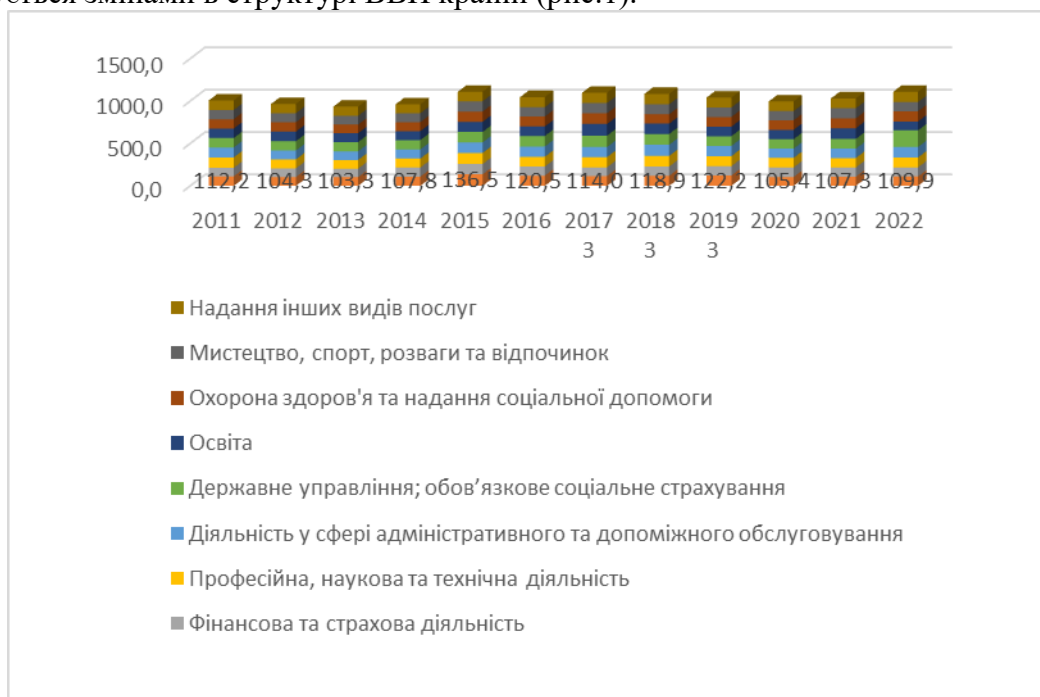


Рисунок 1 – Структура ВВП за випуском послуг у ринкових цінах

Джерело: складено авторами на основі даних [2]