

FEATURES OF ENTERPRISE DEVELOPMENT MANAGEMENT USING DIGITAL TECHNOLOGIES

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The study of foreign experience of foreign companies, comparative characteristics of competitors (benchmarking) on certain indicators, in particular, the amount of capitalization, allows us to conclude that in the XXI century the hidden potential for improving macroeconomic and microeconomic performance is far from being revealed. It is a question of rational distribution of critical resources in space and time and necessity of management of the modern enterprise on the basis of the proved administrative decisions with use of digital technologies. This approach is relevant in times of deepening systemic crisis in the world and in Ukraine. Changing the functionality of the production structures of the national economy should be consistent with global trends in industry, labor markets, real resource opportunities to accelerate the pace of innovative development and increase access to technological innovation.

Exit from the systemic crisis will not be likely in the near future without the development of systemic measures that take into account:

first, the practice of business development in the past (retrospective analysis highlights methodological errors and shortcomings in strategic planning and management of business structures, however, the unsatisfactory result was also an experience to strengthen their competencies);

secondly, the development of preventive measures for the timely preparation of production and marketing and logistics activities of producers and their strategic partners, which should be focused on modern market requirements. It is necessary to take into account force majeure, new vectors of organization of B2B, B2I, B2G relations and the specifics of partner network development in the context of business globalization.

In 2020 Despite the spread of the pandemic and the related global crisis, Ukraine has conducted trade operations with 234 countries and jurisdictions, which requires strengthening the competencies of management in the field of marketing and legal regulation of relations, especially with foreign partners. Due to the stereotypical attitude of Ukrainian managers to cooperate with competitors and lack of skills to assess a potential partner, there are difficulties in building long-term relationships with contractors. There are problems in organizing a strategic partnership, which

involves joint investment in common projects (including environmental), joint marketing activities and risk sharing between partners, taking into account the stage of the product, project and organization life cycle.

New requirements for management and employees - is their understanding of the essence of advanced production and marketing processes, digital technologies and their interest in achieving the goals and priorities of the organization. Accordingly, models of employee motivation to increase the level of their competencies are in demand, as well as process innovations - marketing, production, logistics, personnel management. Communication technologies with various stakeholders as potential participants in innovation activities need a high quality level, namely:

- transformation of knowledge as resources - into strategically important assets of "smart" organizations and their investment donors;
- building a new era economy with enhanced interaction of innovation processes - "bottom-up" and vice versa, as a factor in increasing the stability of the organization in conditions of uncertainty and chaos;
- generating ideas and their critical evaluation - depending on the conditions of future economic development and society;
- innovation processes - from the idea - to their commercialization in various spheres of society at the stage of smart specialization of the economy of the regions and diversification of economic activities of the organization.

Cooperation with startups plays an important role in increasing the level of innovation of the organization. Priority areas for the development of smart organizations of the future are: strategic investment in flexibility, research and development, including in digital technologies; creation of high corporate culture; operational perfection of production; creating an effective partner ecosystem [1,2]. This means that innovative development, as a competitive advantage of smart organizations, cannot be ensured without improving the quality of enterprise management and improving the competencies of top managers: exogenous external forces must be endogenous and directed in a positive direction.

In the knowledge economy, the intellectual capital of the individual is transformed into the structural intellectual capital of the organization, the functional of management operates in the spatio-temporal dimension. The knowledge that has become the most important source of value creation is, first of all, living knowledge based on innovation, communication and constantly re-improvised self-organization [3, p. 28-29]. In the knowledge economy, any work contains an increasing share of knowledge. Informatization has increased the price of the most indispensable knowledge that can not be formalized. "Knowledge that has grown from experience, prudence, ability to coordinate, self-organize and find common ground, ie those forms of living knowledge

that are acquired in everyday communication and relate to the culture of everyday life" [3, p.12] are increasingly in demand.

Management should consider the systematization and processing of large data sets at different stages of digitalization of the economy in the context of the transformation of knowledge into a productive force. These include: processes of transformation of technologies, information, different production and market situations in the activities of economic agents related to each other (in technological and functional aspects), which are characterized by different schemes of information interaction and models of participation in network economy or clusters. This is due to the fact that in the age of digital technology, subject-object analysis is enriched, hierarchical levels of government are becoming blurred, and marketing and logistics structures need to be more flexible. As a result of such influences and dynamic changes it is necessary to be based on new models of time management and self-development. In conditions of force majeure, the functioning of the Ukrainian economy must also be brought into line with the area of responsibility of co-owners of share capital and staff (for periods of planning and approval of decisions, distribution of resources between strategic business units, etc.).

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