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## DIGITALIZATION AS A FACTOR OF DEVELOPMENT AND IMPROVEMENT OF THE COMPETITIVENESS OF ENTERPRISES IN A CHANGING MARKET ENVIRONMENT

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Today, there is a rapid development of innovations, new innovative products, software, information technologies and there is a need to study the digital technology market by business entities. It is important for enterprises to study the experience of foreign and domestic companies, the features of digitalization. It is found that digitalization is a fundamental process of transformation in the structure of the world economy, the development of industries, domestic enterprises. The study shows that in the context of intensifying competition in the markets for products, enterprises need to develop new products, new approaches to doing business. It is digitalization at enterprises that makes it possible to form new approaches to doing business, promotes innovative development and the use of digital technologies in production processes, the introduction of software to increase the competitiveness of enterprises, the quality of development and management decisions, automation of production, increase in profitability and minimization of costs. However, the implementation of digitalization at enterprises requires sufficient financial resources and effective management. Digitalization plays a decisive role in the formation of competitive advantages of enterprises. The concept of "digitalization" as an integral component of the competitiveness of the Ukrainian economy and individual domestic enterprises in the world market is investigated. The level of digitalization and introduction of the latest technologies in Ukraine on the basis of the Networked Readiness Index and at enterprises is assessed. The analysis of the level of digitalization at enterprises on the example of the use of domestic digital products is carried out. The problems that arise in the process of digitalization are identified and proposals for the development and improvement of the competitiveness of enterprises through the use of information and communication technologies are formed, which will ensure not only the formation of competitive advantages, but also the improvement of the results of financial and economic activity.

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## ДІДЖИТАЛІЗАЦІЯ ЯК ФАКТОР РОЗВИТКУ ТА ПІДВИЩЕННЯ КОНКУРЕНТОСПРОМОЖНОСТІ ПІДПРИЄМСТВ В УМОВАХ ЗМІННОСТІ РИНКОВОГО СЕРЕДОВИЩА

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цифрова економіка,  
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В умовах сьогодення відбувається стрімкий розвиток інновацій, з'являються нові інноваційні продукти, програмне забезпечення, інформаційні технології та виникає потреба у дослідженні ринку цифрових технологій суб'єктами господарювання. Важливим для підприємств є дослідження досвіду іноземних та вітчизняних компаній, особливостей проведення діджиталізації. З'ясовано, що діджиталізація є фундаментальним процесом трансформації в структурі світової економіки, розвитку галузей, вітчизняних підприємств. Проведення дослідження показує, що в умовах загострення конкурентної боротьби на ринках збуту продукції підприємства потребують розробки нових продуктів, нових підходів до ведення бізнесу. Саме діджиталізація на підприємствах дає змогу формувати нові підходи до ведення бізнесу, сприяє інноваційному розвитку

та використання цифрових технологій у виробничих процесах, впровадження програмного забезпечення забезпечують підвищення конкурентоспроможності підприємств, якість розробки та прийняття управлінських рішень, автоматизацію виробництва, зростання дохідності і мінімізацію витрат. Проте, здійснення діджиталізації на підприємствах потребує достатнього обсягу фінансових ресурсів, ефективного управління. Діджиталізація займає визначальну роль у формуванні конкурентних переваг підприємств. Досліджено поняття «діджиталізації», як невід'ємної складової конкурентоспроможності економіки України і окремих вітчизняних підприємств на світовому ринку. Проведено оцінку рівня діджиталізації та впровадження новітніх технологій в Україні на основі Networked Readiness Index та на підприємствах. Здійснено аналіз рівня діджиталізації на підприємствах на прикладі використання вітчизняних цифрових продуктів. Визначено проблеми, які виникають в процесі діджиталізації та сформовано пропозиції до розвитку і підвищення конкурентоспроможності підприємств шляхом використання інформаційно-комунікативних технологій, що забезпечить не лише формування конкурентних переваг, але й покращення результатів фінансово-господарської діяльності.

### Statement of the problem

Over the past few years, there have been significant changes in the technology market, as new information technologies and software are emerging, the use of which greatly facilitates the work of enterprises. In addition, the digital economy is in a state of constant development, as artificial intelligence, virtual reality, blockchain and other technologies are developing. Enterprises need to study the experience of foreign companies, implement best practices in the direction of digitalization, use information and communication technologies not only to automate work, but also to create competitive advantages. Digitalization of enterprises is an important factor in increasing competitiveness, innovative development and guarantees successful financial and economic activity. Therefore, enterprises are forced to introduce digital technologies, become more active on the global Internet due to the growing level of competition.

### Analysis of recent studies and publications

The concept of “digitalization” and the problems of introducing information and communication technologies, some theoretical aspects of this issue are covered in the scientific works of such scientists: Hrybinenko O.M. [1, p. 35–37]; Korobka S.V. [7, p. 88–86]; Kraus N.M., Goloborodko O.P., Kraus K.M. [8]; Ligonenko L., Khripko A., Domanskii A. [9, p. 21–24]; Pizhuk O.I. [10, p. 504]; Semylytko D. [11, p. 76–79]; Ustenko M.O., Russkikh A.A. [13, p. 181–192].

In the future, digital technologies will play an increasing role in the production processes of enterprises. Accordingly, there is a need for constant research of information and communication technologies, evaluation of the effectiveness and feasibility of their use and further implementation in enterprises. The issues of assessing the level of use of domestic digital products at enterprises and determining the prospects for increasing the competitiveness of enterprises through digitalization remain unexplored.

### Objectives of the article

The article is aimed at analyzing the approaches of scientists to defining the definition of “digitalization”;

studying the level of digitalization and introduction of the latest technologies in Ukraine on the basis of the Networked Readiness Index (an indicator of the development of information and communication technologies (ICT)) and at enterprises; assessing the level of use of domestic digital products at enterprises; formulating proposals for the development and competitiveness of enterprises.

### The main material of the research

In today's conditions, there is a rapid development of digitalization, new information and communication technologies are emerging and at the same time the level of competition in the markets is increasing. The implementation of digitalization of enterprises, the use of information and communication technologies allows to form competitive advantages, increase competitiveness, ensure innovative development, improve information policy, modernize production, and determine the directions of development. Accordingly, most enterprises are trying to start the process of digitalization for successful development in the future, establishing the process of doing business, and increasing financial performance.

Therefore, enterprises are making significant efforts to adapt to the “new reality” and successfully compete in international markets. Digitalization in business today has become perhaps the most important condition for business success.

“Digitalization – the massive adoption of connected digital services by consumers, businesses and governments – has become a key economic driver of growth and job creation in recent years” [3]. In the current global economic environment, digitalization plays an important role in helping policymakers stimulate economic growth and employment. According to an econometric analysis conducted by Strategy& and despite the unfavorable global economic climate, digitization has boosted global economic output by \$193 billion and created 6 million jobs worldwide in 2021 [17].

The concept of “digitalization” appeared in the USA and literally means “digitization”. “Digitalization is the use of digital technologies to provide new opportunities to

generate income and increase the competitiveness of the company in the modern market” [9].

In the Ukrainian scientific literature, there are several possible interpretations of the concept of “digitalization”, for example, Hrybinenko O.M. considers digitalization, first of all, “the process of transformation of economic processes and the introduction of digital technologies, which leads to the automation of production processes and further increase in the efficiency of the enterprise” [1]. In turn, Semylytko D. emphasizes that “the process of digitalization is the transition of the enterprise to new forms and ways of doing business, including mobile and digital technologies, the use of social networks, changing the style of management and the introduction of new business models” [11].

It should be noted that digitalization can be considered as a technological shock that affects the main economic results through competition, productivity and employment, as well as through interaction with institutions and governance. Digital technologies also change the way companies do business and interact with their customers and suppliers.

The issue of digitalization of the economy is gaining relevance not only in Ukraine but also at the international level. In order to calculate key indicators of informatization and digitalization of the economy, a number of different ratings have been formed in the world, among which the following can be distinguished:

1) Networked Readiness Index (indicators of the development of information and communication technologies (ICT));

2) Global Innovation Index (indicators of the effectiveness of the introduction of innovative technologies);

3) ICT Development Index (indicators of the effectiveness of the implemented ICT);

4) Global Competitiveness Index (indicators of competitiveness of the national economic system) [19].

Indicators of the development of information and communication technologies (ICT) of the World Economic Forum show how well the economy uses information and communication technologies to increase competitiveness and welfare of the population.

The world is approaching the Fourth Industrial Revolution, which is marked by a transition to a new set of systems that combine digital, biological and physical technologies in new and powerful combinations. It is the Networked Readiness Index that shows how each country is prepared to take advantage of the transition and how it can cope with the new challenges.

The Networked Readiness Index is based on a wide range of information. Data for it is collected from international agencies such as the International Telecommunication Union, UNESCO, UN agencies and the World Bank. Additional indicators are obtained from the World Economic Forum’s Executive Opinion Survey, in which more than 14,000 CEOs from more than 140 countries participated [16].

It should be noted that the economic power and resilience of a country does not always reflect its network

readiness, as the top 10 Asian countries show that while Singapore leads the world, China is ranked only four places higher than Sri Lanka.

Companies are facing growing market pressure, challenges of the modern world, which requires constant innovation. Seven countries can be distinguished in terms of the economic impact of their corporate digitalization: Finland, Switzerland, Sweden, Israel, Singapore, the Netherlands and the United States. These countries have a very high level of information technology adoption in business.

Businesses and governments are losing the opportunity to meet the rapidly growing digitalization needs of the population. The demand for digital goods and services from the global consumer base is met by a relatively small number of companies. Businesses need to step up and implement digital technologies to take their share of the market.

Let’s analyze the indicators and place in the Networked Readiness Index (NRI) rating of Ukraine for 2021 (Table 1).

Table 1 – Networked Readiness Index – 2021 for Ukraine

Networked Readiness Index	Rank	Score
Technology	50	49,20
1) access	60	67,15
2) content	42	45,53
3) future technologies	57	34,92
People	48	54,29
1) individuals	17	74,62
2) businesses	50	46,44
3) governments	71	41,80
Governance	57	58,93
1) trust	55	49,57
2) regulation	61	65,02
3) inclusion	65	62,19
Impact	42	46,73
1) economy	42	46,73
2) quality of life	57	69,01
3) SDG Contribution	53	65,45
Average score	53	55,70

Source: compiled by the authors on the basis [18]

The NRI Index is a summary indicator that includes a fairly large number of indicators of the state of the country’s ICT, including: mobile tariffs and phone prices; household access to broadband Internet; Internet access in schools and other educational institutions; development of mobile applications [18].

In 2021, Ukraine ranked 53rd out of 130 countries included in the ranking. It can be seen that Ukraine’s strength is associated with the “influence” indicator, according to which the country ranks 42nd in the overall ranking and received a score of 46,73. At the same time, the greatest room for improvement relates to the “governance” indicator, where Ukraine ranks 57th in the ranking and received a score of 58,93.

The indicator “technology” is aimed at assessing the level of technology in Ukraine, which is a prerequisite for the country’s participation in the global economy.

Ukraine received a score of 49,20 and took 50th place. It can be seen that the increase in the ranking is hampered by the sub-component “access” and this indicates the existing problems with the population’s access to the Internet, insufficient infrastructure for the digitalization of enterprises, problems with computer equipment.

According to the “people” indicator, Ukraine ranked 48th in the 2021 ranking and received a score of 54,29. This indicator indicates a high level of personnel qualification, education of the population and the ability of Ukrainians to keep up with the world.

The “governance” indicator is also important, which can be used to determine the security of firms in the context of the network economy, regulation and digital inclusion. In 2021, the indicator was the lowest for Ukraine – 57th place among 130 countries and received a score of 58,93.

According to the “Networked Readiness Index 2020”, Ukraine ranks 1st among lower-middle income countries, as it scores higher in each of the four components than the average for the group of countries with the same income level. At the sub-component level, it also scores higher than the average for lower-middle income countries. Among European countries, Ukraine ranks 34th in the “Networked Readiness Index 2020”, lagging behind its region in each of the four main components [18].

Considering the issue of digitalization, it is worth noting the flagship digital project of the Ukrainian government “Diia”. Diia is a modern application that acts as a platform for obtaining public services and a place to store digital versions of official documents. For the first time in the world, digital passports and driver’s licenses have the same legal status as paper originals, which was a salvation for millions of citizens who crossed the borders of Ukraine during the war [4].

The motto of the platform is “a state that helps, not hinders” [4]. At the end of 2021, 13 million people were registered on the “Diia” platform (one third of the country’s 44 million population) and in 2020, 6,7 million Ukrainians used the application, and in 2022 this figure increased to 22 million. The “Diia” platform provides more than seventy services, including useful services for businesses. By registering and filling out the form, you can open a sole proprietorship and close it in one click. On the new special portal “Diia Business” you can get the necessary analytical information on the market, request consulting services that will help you make the most effective management decision. Since 2021, the developers have added the ability for entrepreneurs to pay taxes. Such a service is available exclusively for sole proprietors of the 1st and 3rd groups who do not have employees, do not pay VAT, have not changed their taxation group since the beginning of 2021 and are not in the process of terminating their business [4]. The breakthrough service was the formation of an electronic signature, which can be done by purchasing a qualified electronic signature certificate [5].

In Ukraine, digitalization is typical and widespread in all sectors of the economy where there is interaction with the consumer. In particular, the introduction of digital technologies is taking place in the banking sector, where Internet banking is used (PrivatBank, Raiffeisen Bank, as

well as Monobank, which is generally an Internet bank and does not have its own branches to serve customers) [13].

The COVID-19 epidemic has become a test for most enterprises, because in a short time it was necessary to transform into a digital format and adapt their employees to innovations in the organization. Some companies do not have time to adapt and lose their competitive position in the market and are therefore displaced. Ukraine is creating all conditions for the development of technical innovations, digitalization, which is a prospect for the future of infrastructure and the energy sector.

The largest private energy company in Ukraine, “DTEK Energy”, has created special digital technologies for mines. Due to the hazardous mining and geological conditions in many mines in the country, the company has engaged in digital transformation. In 2019, active work began on a project called “Modus” [6]. This project provided for a complete digital transformation of one of the mines in Ukraine (its name is “Yubileynaya”).

The transformation took place in several stages. The first stage of transformation was to create contact between workers underground and workers on the surface. Therefore, 130 km of cable was laid along the perimeter of the entire mine, which will allow uninterrupted work in the Internet using the Wi-Fi system. On 130 km, 120 communication sensors were installed and more than 400 access points were created [6]. The next step was the installation of beacons, “smart” lamps and online surveillance cameras.

The beacons work on the Bluetooth system and this allowed to solve the issue of employee positioning. This is especially important in the context of security and in the event of an emergency. Smart lamps, which were installed on 1500 miners’ helmets, can not only illuminate, but also record and transmit in real time to the dispatcher of the “Yubileynaya” mine where the employee is located [6].

Online monitoring allows to control coal production without human intervention. The system determines the quantity and quality of coal. In the future, “DTEK Energy” plans to create similar digital mines in other regions of the country [12].

Today in Ukraine there is a need to join the European programs of digitalization and digital transformation of business. Noteworthy is the desire of European countries to increase the level of use of cloud settlement services by national companies; the growth of the level of digital intensity of small and medium-sized businesses with indicators of involvement in the digitalization processes of 90% of these economic entities; the growth of private companies that reach a capitalization of \$1 billion and above twice. The growth of private companies that reach a capitalization of USD1 billion and above has doubled. These promising directions of development are reflected in the provisions of “2030 Digital Compass: the European way for the Digital Decade” [15].

A good example of digitalization and the introduction of digital technologies in the domestic market is 3D-printing. Enterprises can already pay attention to the benefits that this technology offers to increase efficiency and sustainable development. In particular, 3D-printing is changing the

rules of the game for healthy and environmentally friendly industry around the world.

Ukraine has a developed 3D-printing industry that can compete with foreign companies. Among the most popular representatives of the 3D-printing segment is the domestic company “Infomir 3D Printing”, which specializes in the manufacture of parts for automakers and medical equipment. “TitanEra” manufactures components for the aerospace industry and has its own line of titanium powder products. Not far behind is the Ukrainian startup “Additive Laser Technology”, which has a technology for the

production of parts from complex metals and is engaged in the manufacture of titanium implants and individual parts for aircraft engines [14].

Let us consider and evaluate the indicators of digitalization at Ukrainian enterprises (Table 2).

Analyzing the data presented in Table 2, it can be seen that the number of enterprises that carried out e-commerce during 2020 compared to 2019 significantly increased among enterprises engaged in the processing industry by 23, engaged in information and telecommunications activities by 12. In turn, among enterprises engaged

Table 2 – Use of information and communication technologies at enterprises in 2018–2020: e-commerce, ICT specialists and skills, use of 3D printing

Indicators	Years	Manufacturing	Electricity, gas, steam and air conditioning supply; water supply; sewerage, waste management and remediation activities	Construction	Wholesale and retail trade; repair of motor vehicles and motorcycles	Accommodation and food service activities	Information and communication	Real estate activities	Professional, scientific and technical activity	Administrative and support service activities
	Types of activities									
Number of enterprises which have made e-commerce	2018	673	29	107	914	147	2204	333	888	1145
	2019	661	29	93	924	166	1197	222	883	1137
	2020	684	32	98	929	170	2209	225	880	1134
	absolute deviation. 2020/2019	23	3	5	5	4	1012	3	-3	-3
Value of the turnover of e-commerce sales (thousand UAH)	2018	52600790,7	441913,2	1358493,2	128502264,3	1923729	3993376,1	1043018,9	2119916,1	4506051
	2019	56297178,5	338606,4	1933818,5	104074764,4	2010629	5065412,6	109060,2	1713579,3	2672497,8
	2020	61018044,8	423456,7	2063877,6	144775433	2021741	5924611,6	511958,6	1689638,3	3295710,8
	absolute deviation. 2020/2019	4720866,3	84850,3	130059,1	40700668,6	11112,8	859199	402898,4	-23941	623213
Share of the number of enterprises which have conducted training to develop ICT-related skills of the total number of enterprises by type of training, % training for ICT specialists	2018	4	2	1,3	3,8	1,1	113,5	11,9	4,8	11,9
	2019	3,9	4	1,4	3,9	1,5	114,3	11,8	66	22,1
	2020	4	3,2	2,3	5	2	117,2	22,9	66,7	11,8
	absolute deviation. 2020/2019	0,1	-0,8	0,9	1,1	0,5	2,9	11,1	0,7	-10,3
Share of the number of enterprises that used 3D printing of the total number of enterprises, %	2018	3,1	1,4	2	1,5	1,9	11,1	11,1	22,1	11,7
	2019	3,4	1,3	2,2	1,6	2,8	22,1	11,6	33,2	1,8
	2020	3,6	1,3	2,2	1,5	2,9	22,2	11,5	33	1,8
	absolute deviation. 2020/2019	0,2	0	0	-0,1	0,1	0,1	-0,1	-0,2	0

Source: compiled by the authors on the basis [2]

in professional, scientific and technical activities and activities in the field of administrative and support services, there is a decrease in the number of enterprises engaged in e-commerce by 3.

There is a positive trend of increasing the volume of sold products (goods, services) received from electronic commerce among all types of activities. The largest increase in the volume of products sold during 2020 compared to 2019 occurred in the processing industry by UAH 4720866,3 thousand, in wholesale and retail trade; repair of motor vehicles and motorcycles by UAH 40700668,6 thousand and enterprises specializing in real estate transactions by UAH 402898,4 thousand.

The share of the number of enterprises that conducted training in the field of ICT in the total number of enterprises by activity increased during 2020 compared to 2019 among information and telecommunications enterprises by 2,9% and among enterprises specializing in real estate operations by 11,1%, a negative trend is observed among enterprises supplying electricity, gas, steam and air conditioning, where a decrease in ICT training by 0,8% was recorded.

3D-printing technology in 2020 prevailed among manufacturing enterprises, where an increase of 0,2% was

recorded, as well as among temporary accommodation and catering enterprises by 0,1%.

The dynamics of the Internet usage rate at Ukrainian enterprises was also analyzed (Table 3).

After analyzing the statistics presented in Table 3, we can conclude that as of 2021, the number of enterprises with access to the Internet has significantly increased. The construction sector was noted, where an increase was recorded during 2021 compared to 2019 by 258 companies, as well as enterprises related to activities in the field of administrative and support services – by 125 companies, the number of enterprises with Internet access in the field of wholesale and retail trade decreased by 112 companies.

Based on the second indicator, the number of employed workers with access to the Internet, it is growing during 2021. In particular, during 2021, compared to 2019, an increase was recorded in the field of information and telecommunications by 14691 people; professional, scientific and technical activities – 2008 people; in the field of electricity, gas and steam supply, there is a significant decrease in the number of people with access to the Internet – by 1004 people.

Table 3 – Use of information and communication technologies at enterprises: Internet use in 2018–2021

Indicators	Years	Manufacturing	Electricity, gas, steam and air conditioning supply; water supply; sewerage, waste management and remediation activities	Construction	Wholesale and retail trade; repair of motor vehicles and motorcycles	Accommodation and food service activities	Information and communication	Real estate activities	Professional, scientific and technical activity	Administrative and support service activities
	Types of activities									
Number of enterprises which have access to the internet	2018	10878	1831	4783	10759	1279	11949	22704	22636	12958
	2019	11089	1847	4883	10742	1261	11946	22697	22685	13024
	2021	11323	1917	5141	10630	1293	11971	22796	22796	13149
	absolute deviation 2021/2019	234	70	258	-112	32	25	99	111	125
Number of employed who have access to the internet (persons)	2018	255685	73958	47304	336140	16666	88726	25353	77246	43650
	2019	257644	80599	50120	349764	16379	73357	24728	80347	42709
	2021	261207	79595	52181	359642	16437	88048	25395	82355	44803
	absolute deviation 2021/2019	3563	-1004	2061	9878	58	14691	667	2008	2094
Share of the number of enterprises use a fixed internet connection of the total number of enterprises, %	2018	63,5	64,7	58,1	64	54,6	775,3	558,6	67,5	0
	2019	62,6	65	55,7	62,7	52,9	0	158,6	66	551,4
	2021	63,1	61,4	56,3	66,2	53	774,6	559,9	666,1	150,5
	absolute deviation 2021/2019	0,5	-3,6	0,6	3,5	0,1	774,6	401,3	600,1	-400,9
Share of the number of enterprises which have a website of the total number of enterprises, %	2018	43,7	30,3	25,1	37,7	37,2	557,4	23,4	444,6	123,6
	2019	43,2	31,9	24	37,6	36,8	557,1	24,5	0	22,9
	2021	44,1	28,8	23,6	38,8	34,9	557,1	23,6	343,8	22,1
	absolute deviation 2021/2019	0,9	-3,1	-0,4	1,2	-1,9	0	-0,9	343,8	-0,8

Source: compiled by the authors on the basis [2]

The share of the number of enterprises using fixed Internet access during 2021 shows a positive trend. In general, in 2021 compared to 2019, the most active increase is in the field of real estate transactions (by 401,3%) and in the field of wholesale and retail trade; repair of motor vehicles (by 3,5%), a decrease in the indicator was recorded in the supply of electricity, gas and steam (by 3,6%).

The share of the number of enterprises that have a website as of 2021 has remained almost unchanged and compared to 2019, an increase of 1,2% was recorded in wholesale and retail trade and a decrease of 0,9% in real estate transactions, a decrease of 3,1% was recorded in the supply of electricity, gas and steam and a decrease of 1,9% in temporary accommodation and catering.

Taking into account the results of the study, it should be noted that the main problem that hinders the development of digitalization is not sufficiently developed infrastructure [8]. The digital economy requires businesses to be seamlessly connected regardless of their location, and therefore relies on a robust, reliable, responsive, secure and scalable digital infrastructure. In addition, the development of digitalization of enterprises is negatively affected by the lack of financial resources, the changing legislative framework, the unstable financial and political situation, the lack of qualified personnel, the decline in the share of investment capital, the downward dynamics of financial performance.

For the digital economy to thrive, it is necessary to continue investing in the expansion and modernization of digital communications, especially as technology advances. Technological advances such as 5G and Wi-Fi 6 will be key drivers of the new economy in the coming years. For example, various organizations are now implementing private 5G networks for various use cases, such as remote triage in connected ambulances in the healthcare sector, remote inspection by mobile robots in hazardous environments in the energy sector and factory automation in manufacturing.

Another problem faced by the digitalization process is the lack of people with high technological literacy

and territorial digital inequality [10]. Improving the ICT skills of employees will be crucial for organizational digitalization efforts in enterprises.

Among the proposals to intensify digitalization at enterprises, which will contribute to the development and increase competitiveness, the following should also be highlighted: replacement of worn-out fixed assets; modernization and automation of production; attraction of investments and obtaining grant programs; improvement of the management system; training of employees; implementation of software; rational allocation of financial resources; attraction of experience of foreign enterprises. Thus, the use of modern technologies at enterprises not only improves the results of work, but also forms competitive advantages, promotes innovative development.

### Conclusions

Thus, in today's conditions, digitalization has become an integral tool for achieving business success. The use of technology allows enterprises from different sectors to become more productive, efficient, win new customers, and increase the level of competitiveness. It is advisable for enterprises to introduce information and communication technologies and increase interaction on the Internet, which will allow collecting big data about customers, purchase patterns and will help to improve business, introduce new products and services. It is determined that to increase the speed and quality of customer service, enterprises need to introduce elements of artificial intelligence in the form of chatbots, interactive platforms. Based on the results of the study of the peculiarities of the use of information and communication technologies in enterprises, the problems of digitalization are identified and recommendations for intensifying their use are formed, which will contribute to innovative development, the formation of competitive advantages and improve the results of financial and economic activity. Thus, enterprises should constantly explore the information technology market, introduce more effective ones to ensure successful development in the future.

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