ФУНКЦІОНАНВАННЯ СКЛАДОВИХ РЕФЛЕКСИВНО-АКТИВНОГО СЕРЕДОВИЩА ТА УПРАВЛІННЯ БІЗНЕС-ПРОЦЕСАМИ НА БАЗІ ЦИФРОВИХ ПЛАТФОРМ

Актуальність. У даній науковій статті наведено результати досліджень щодо функціонування складових рефлексивно-активного середовища взаємодії та координації бізнес-процесів на базі цифрових платформ.

Мета та завдання. Метою даного дослідження є розробка пропозицій щодо функціонування складових рефлексивно-активного середовища взаємодії та координації бізнес-процесів на базі цифрових платформ. Завданнями є: дослідження складових рефлексивно-активного середовища; визначення напрямів подальших трансформаційних змін; дослідження індексу мережевої готовності та України в ньому; запровадження цифрової платформи «Е-бізнес-середовище»; визначення проблем у подальшому розвитку цифрових платформ та розробка шляхів їх вирішення.

Матеріали та методи. Дане дослідження здійснено на основі запровадження таких методів, як: аналізу і синтезу, порівняльного методу, класифікації та аналогії, методу наукового пізнання та методів емпіричного дослідження. Також використані дані статистичної служби України, матеріали наукових публікацій та досліджень, власні наукові розробки.

Результати. Розглянуто функціонування та взаємодію складових рефлексивно-активного середовища, що полягає у: підвищенні якості здійснення взаємозв’язків між суб’єктами підприємницької діяльності та складовими рефлексивно-активного середовища взаємодії та координації бізнес-процесів за компонентами; запровадженні суб’єктно-об’єктного підходу; рекомендації створення цифрової платформи для суб’єктів бізнес-середовища (на прикладі «Е-бізнес-середовище») та розробці принципів її функціонування; правовому та нормативному регулюванні цифрових платформ; інституційному забезпеченні трансформації підприємницького середовища; розробці напрямів подальшої цифрової трансформації та трансформації бізнес-процесів.

Висновки. У подальшій трансформації на базі цифрових платформ важливою є підвищення співробітництва відповідно до рівнів управління (місцевий, регіональний, національний, міжнародний, глобальний); встановлення гармонійності між законодавчою базою та регулюванням правових питань у цифровому середовищі; забезпечення взаємопов’язаності ресурсів та цифрових послуг Інтернету із всесвітньою доступом до інформації; розробка заходів щодо підвищення цифрової грамотності та електронного навчання серед населення; розпояскування інформаційного суспільства та цифрової готовності за усіма районами та регіонами України; створення інфраструктури цифрових платформ та інститутів державного регулювання цифрових платформ; створення умов для підвищення якості життя через електронні послуги та доступ до цифрових знань.

Ключові слова: складові рефлексивно-активного середовища, бізнес-процес, управління та координація, цифрові платформи, цифрова трансформація.

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FUNCTIONING OF THE COMPONENTS OF A REFLECTIVE-ACTIVE ENVIRONMENT AND MANAGEMENT OF BUSINESS PROCESSES BASED ON DIGITAL PLATFORMS
**Topicality.** This scientific article presents the results of research on the functioning of the components of a reflexive-active environment of interaction and coordination of business processes based on digital platforms.

**Aim and tasks.** The purpose of this study is to develop proposals for the functioning of the components of a reflexive-active environment of interaction and coordination of business processes based on digital platforms. The tasks are: the study of the components of the reflexive-active environment; determination of directions for further transformational changes; study of the network readiness index and Ukraine in it; introduction of the digital platform "E-business environment"; identification of problems in the further development of digital platforms and development of ways to solve them.

**Materials and methods.** This study was carried out on the basis of the introduction of such methods as: analysis and synthesis, comparative method, classification and analogy, method of scientific knowledge and methods of empirical research. Data of the Statistical Service of Ukraine, materials of scientific publications and researches, own scientific developments were also used.

**Research results.** The functioning and interaction of the components of the reflexive-active environment are considered, which consists in: improving the quality of the implementation of relationships between the subjects of entrepreneurial activity and the components of the reflexive-active environment of interaction and coordination of business processes by components; introduced subject-object approach; recommendations for the creation of a digital platform for subjects of the business environment (using the example of "E-business environment") and the development of the principles of its functioning; legal and regulatory regulation of digital platforms; institutional support for the transformation of the business environment; development of directions for further digital transformation and transformation of business processes.

**Conclusion.** In the further transformation based on digital platforms, it is important to increase cooperation according to the levels of management (local, regional, national, international, global); establishing harmony between the legal framework and the regulation of legal issues in the digital environment; ensuring interconnection of registers and digital services with universal access to information; development of measures to improve digital literacy and e-learning among the population; spread of information society and electronic readiness in all districts and regions of the country with appropriate technical support; creation of state digital platforms or platforms with the participation of the population in the processes of local and national management, decision-making, spending of budget funds, provision of electronic services; creating conditions for improving the quality of life through electronic services and access to digital knowledge.

**Keywords:** components of a reflexive-active environment, business process, management and coordination, digital platforms, digital transformation.

**Problem statement and its connection with important scientific and practical tasks.**

The theoretical foundations outlined in our previous studies (Topalova, I.A., 2022, Burkinskyi B.V. et.al, 2018, Laiko, O.I., et. al, 2022) show that digital platforms influence the transformation of global product markets and increase competition in them. This makes it possible to increase the well-being of consumers, regions, and society as a whole.

**Analysis of recent publications on the problem.**

Their distribution is an important component of all spheres of human life and economic activity, which is based on (Tsryfrovizatsiya: perevahy ta shlyakh podolannya vyklykyv):

- reducing the cost of operations in combination with the use of cloud services allows to reduce capital investment when starting a business;
- implementation of business processes on digital platforms allows to reduce costs, increase the productivity of operations, make management decisions with high efficiency;
- accessibility due to free content and services, since marginal costs are significantly reduced and the subject (user, participant) pays only part of the value that is created on the basis of digital platforms and in the digital economy;
- the use of platforms to create innovative, unique products, which allows to satisfy the needs of clients as much as possible and to develop a client-oriented approach.

**Allocation of previously unsolved parts of the general problem.**

Competitive policy among global platforms is geographically multi-level and affects their expansion. Digital platforms are becoming important for economic and social resilience to events such as: military aggression, the COVID-19 pandemic, by supporting economic activity by reducing the need for physical interaction.

**Formulation of research objectives (problem statement).**

The purpose of this study is to develop proposals for the functioning of the components of a reflexive-active environment of interaction and coordination of business processes based on digital platforms.

**Materials and methods.**

This study was carried out on the basis of the introduction of such methods as: analysis and synthesis, comparative method, classification and analogy, method of scientific knowledge and methods of empirical research. Data of the
Statistical Service of Ukraine, materials of scientific publications and researches, own scientific developments were also used.

An outline of the main results and their justification.

The main dominants of the reflexive-active environment of interaction and coordination of business process management have been determined, which include:
- digital platform;
- the competence potential of embodied labor;
- digital money;
- competence potential of living labor;
- electronic trade;
- information and communication technologies;
- institutional provision of a reflexive and active environment of entrepreneurship.

In order to realize the goal of the study, the following directions were selected:

I. Improving the quality of the implementation of relationships between the subjects of entrepreneurial activity and the components of the reflexive and active environment of interaction and coordination of business process management.

An important component of the further digital transformation is the improvement of the functioning of the above-mentioned components of the reflexive and active environment. Moreover, the main role will be played by the management of a reflexive and active environment in the conditions of digitalization, business processes, economic activities and improving the quality of these types of activities.

The concept of "quality" of entrepreneurial activity is a complex indicator, which, in our opinion, consists of the following components:

1. Performance: ensuring a high overall result under various external conditions. Has a quantitative and qualitative assessment of all processes. The correspondence of the results of entrepreneurial activity to the goals and objectives of its functioning is established, provided that there is potential for sustainable development.

2. Efficiency: the ability of the business environment to bring a social effect (the ratio of the result to the costs that provide it).

3. Adaptability: the ability of business entities and other participants in business processes to adapt to changes (internal, external) and quickly make decisions within the framework of national and public interests.

The quality of building interaction between all participants in business processes (representatives of state institutions, business and society) should be based on the principles of social responsibility and the subject-object approach, where the process of interaction between subjects and objects takes place on a direct basis and the reciprocal interaction that occurs between them.

At the same time, the subjects are representatives of business, state institutions and society. They, in turn, have the ability to define goals and objectives; develop methods of influence to achieve goals; to determine the very fact of achieving the goal; influence and manage all processes. The objects are the subjects listed above, which are in close interaction with the further formation of a reflexive and active environment in the conditions of digitalization.

Therefore, further improvement of the components of a reflexive and active environment of interaction and coordination of business process management based on digital platforms can be built on the following features:
- subjects, objects (components) interact with each other and representatives of authorities, are guided in the process of their activity by the principles of: innovativeness and openness to changes (new ideas, management methods, organizational behavior), dissemination of information, quality interaction, adaptation to new "market signals"; social responsibility, guided by high value orientations as components of consciousness;
- all subjects and objects of transformational business processes based on digital platforms should receive social benefits from compatible activities (synergistic effect based on the principles of coherence, joint orientation, adaptability to changes).

II. Ensuring network readiness for adaptation of business processes based on a digital platform.

As an assessment for this, it is advisable to use such an index as the index of digital transformation as an indicator of adaptation of business processes.

Digital transformation through the development of digital platforms is carried out at a rapid pace. Thus, in international practice, there are many ratings (indices), thanks to which it is possible to evaluate the preparation of countries for the introduction and use of digital tools.

Let's consider the network readiness index, which is considered one of the indicators of the innovative and technological potential of the countries of the world, allows determining the development opportunities in the field of high technologies and the digital economy.

The network readiness index is a comprehensive indicator that demonstrates the level of development of information and communication technologies, as well as the network economy in different countries of the
world. This index is calculated by the Portulance Institute in collaboration with the World Alliance of Information Technologies and Services. The indicators of this index are grouped into four subgroups: technology, personnel, management and influence.

The network readiness index for 2022 is presented in Table 1.

### Table 1

<table>
<thead>
<tr>
<th>№</th>
<th>Country</th>
<th>Index</th>
<th>№</th>
<th>Country</th>
<th>Index</th>
</tr>
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<tbody>
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<tr>
<td>13</td>
<td>Japan</td>
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<td>38</td>
<td>Cyprus</td>
<td>59,95</td>
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<tr>
<td>14</td>
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<td>Latvia</td>
<td>59,86</td>
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<tr>
<td>16</td>
<td>France</td>
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<td>41</td>
<td>Hungary</td>
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<td>57,19</td>
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<tr>
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<td>Brazil</td>
<td>57,01</td>
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<td>Uruguay</td>
<td>56,12</td>
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<tr>
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<td>China</td>
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<td>48</td>
<td>Turkey</td>
<td>55,77</td>
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<tr>
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<td>Iceland</td>
<td>67,48</td>
<td>49</td>
<td>Greece</td>
<td>55,74</td>
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<tr>
<td>25</td>
<td>Czech Republic</td>
<td>66,83</td>
<td>50</td>
<td>Ukraine</td>
<td>55,71</td>
</tr>
</tbody>
</table>

Source: Compiled by the author

Ukraine took 50th place out of more than 131 countries in the world. Moreover, having overtaken all the countries of the post-Soviet space, except for the country of the aggressor.

Consider the ranking of the most "weighty" companies in the world in Table 2.

The data in Table 2 allow us to specify the corporation, its industry, product type, annual revenue ($ billion) and profit ($ billion). It is obvious that the fields of activity of these corporations are information and communication technologies, equipment for the implementation of these technologies, automobile construction based on the latest technologies, and energy.

So, we see that the implementation of global business today and in the future will be based precisely on the platform approach.

### Table 2

<table>
<thead>
<tr>
<th>№</th>
<th>Corporation</th>
<th>Field of activity</th>
<th>Product type</th>
<th>Annual revenue ($ billion)</th>
<th>Profit ($ billion)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Producer semiconductors</td>
<td>Semiconductors, technologies,</td>
<td>Production of integrated circuits, solar panels</td>
<td>53,96</td>
<td>23,78</td>
</tr>
<tr>
<td></td>
<td>TSMC (Taiwan)</td>
<td>production and technical equipment</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Meta (Facebook)</td>
<td>Internet, technologies</td>
<td>Facebook, Messenger, Instagram, WhatsApp</td>
<td>120,18</td>
<td>43,89</td>
</tr>
<tr>
<td>3</td>
<td>Tencent</td>
<td>Technologies, Internet, video</td>
<td>Social networks, mass media, web portals</td>
<td>86,61</td>
<td>39,67</td>
</tr>
<tr>
<td></td>
<td></td>
<td>games, eSports</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Berkshire Hathaway</td>
<td>Finance, insurance, media, food,</td>
<td>Property insurance against accidents, diversification innovations</td>
<td>353,16</td>
<td>108,12</td>
</tr>
<tr>
<td></td>
<td></td>
<td>rail and road transport, non-</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>grocery</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Tesla</td>
<td>Automotive industry, technologies,</td>
<td>Trucks, cars, batteries, solar panels</td>
<td>62,19</td>
<td>9,76</td>
</tr>
<tr>
<td></td>
<td></td>
<td>autonomous driving, energy, electric vehicles</td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>
A feature of this approach is the client-oriented model, which is focused on creating the best offer for consumers of goods/services.

Loyalty of consumers (participants) can even act as the main asset of the platforms, which allows the formation of new services, new supply chains, new service delivery channels and new models of relationships between platform participants.

III. Problematic issues in the interaction and coordination of business entities based on digital platforms.

We have analyzed the national project - the Diya.Business portal, where a survey of business representatives was conducted on issues of economic recovery, which was conducted in the first half of 2023 and it was established that (Study of the state and needs of business during the year of the full-scale war):

- 46% of respondents indicate the unpredictability of the development of events;
- 34% of respondents complain about the unpredictability of the state's actions, which can worsen the situation for business;
- 26% of respondents note that there are obstacles from regulatory and/or fiscal authorities;
- 23% of respondents consider taxes and fees too high;
- all respondents note the growth of risks and problems related to the tax and customs systems.

Similar monitoring of representatives of the business sector is carried out by the Ukrainian Union of Industrialists and Entrepreneurs (USPP). This observation made it possible to identify problematic issues for subjects of economic activity, namely:

- increase in taxation;
- business risks;
- overcoming bureaucratic problems;
- difficulties with moving business;
- problems with the export of goods.

The USPP also emphasizes the need for automatic registration of tax invoices and timely automatic reimbursement of VAT to exporters.

The Action.Business national project is responsible for the development and support of Ukrainian entrepreneurship in domestic and foreign markets.

The main directions of Action. Business are:
- export direction;
- support centers for entrepreneurs in the regions;
- EU program "Digital Europe" 2021-2027;
- business financing;
- support of certain areas of business;
- European support programs;
- pilot projects and separate initiatives for business;
- analysis of the state of Ukrainian business in war conditions;
- national online school for entrepreneurs.

However, there are no issues of interaction and cooperation of business entities with other representatives regarding the establishment of economic relationships. That is, with the help of existing digital platforms and other activities, the communication process between business representatives for the establishment of mutual relations cannot be carried out.

IV. Introduction of a new digital platform for establishing connections between business entities.

All of the above allows us to conclude that the existing digital platforms do not fully meet the needs of small and medium-sized businesses. We consider it expedient to introduce a new digital platform for conducting business activities with greater efficiency from the results of its activities.

"E-business environment" as a digital platform is a tool for business and government representatives to accumulate information and exchange data within the business environment and effectively manage communications between them.

The main principles of the functioning of this digital platform are as follows (Fig. 1).
Let's define a number of functions that reflect the functioning of the digital platform "E-business environment":
- digitization of the main processes of providing information services and reducing the costs of regulating business activities;
- creation of digital profiles of service consumers;
- a system for evaluating the activities of business entities and their types of activities;
- popularization of platforms, creation of their value, monetization of platforms;
- transparency for platform participants, multi-parameter information search, feedback from consumers (participants) of platforms.

The total digitization of society is reflected in such legislative acts as: the Law of Ukraine "On the National Informatization Program" and the Order of the Cabinet of Ministers of Ukraine "On the Approval of the Strategy for the Development of the Information Society in Ukraine".

V. Institutional regulation of digital platforms.

The legal and normative (institutional) regulation of digital platforms should be based on the solution of the following basic issues of the functioning and interconnection of the entities of the platforms, namely (see Table 3):
- overcoming platform competitiveness, monopolization of business processes of digital markets;
- determining the legal status of the platform;
- reduction of impacts or elimination of entry/exit barriers to digital markets;
- cyber security of digital data and informing users (subjects of business processes) of the platform;
- harmonization of regulation, simplification of administrative procedures;
- stimulation of export-import operations;
- secrecy of personal data (including commercial) of all participants in business processes (natural and legal entities);
- reducing the risks of not obtaining added value by conducting trade with other (third) countries;
- information security in working with Big Data of all platforms;
- security of transactions by all participants of the platform (subjects of business processes);
- development of infrastructure of digital platforms;
- formation of digital assets and digitization of all goods and services;
- equal access to the use of platform services;
- definition of rights and responsibilities of all entities operating on the platform;
- features and modes of legal regulation of digital platforms;
- digital employment and its regulation on the employment market of Ukraine and the world.

It should be noted that the following basic conditions are quite actively implemented "into
life:
- implementation of digital tools in all spheres of economic activity;
- the interaction of technological (digital) entrepreneurship – e-science – e-state is established;
- acquisition of competence skills by personnel and formation of a digital person;
- increasing the role and quality of legal institutions in the field of digitalization.

However, it is not enough to fill the institutional component of the digital transformation of socio-economic relations in the field of technological (digital) entrepreneurship, which exists on the basis of digital platforms and requires organizational transformations both horizontally (transformation of relations between all subjects) and vertically institutions, regulators, tools to support the platform approach and interaction of all subjects (see Table 3).

### Table 3

<table>
<thead>
<tr>
<th>Directions of changes</th>
<th>Transformation of the business environment under the influence of digitalization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Institutes (social and economic relations)</td>
<td>System-forming digital socio-economic relations (institutions)</td>
</tr>
<tr>
<td>Organizational component</td>
<td>Virtual reality</td>
</tr>
<tr>
<td>Changes</td>
<td>Digital transformation</td>
</tr>
<tr>
<td>Economic system</td>
<td>The structure of the tiered economy</td>
</tr>
<tr>
<td>The direction of further socio-economic development</td>
<td>Digitization. Techno-globalism based on virtual reality</td>
</tr>
</tbody>
</table>

Source: State and prospects of the development of state electronic information resources

Modern researchers (Kraus, N.M., Kraus, K.M., Osetskyi, V.L., 2021) believe that digital transformation should be carried out in the following directions:
- improvement of institutions, introduction of institutional reforms in the field of technological (digital) entrepreneurship;
- the creation of regulators, the development of tools to stimulate the development of the platform economy and the economy of public use.

Institutional changes must be adapted to the system, stage or conditions that have arisen in the country: the level of digital transformation, development of digital infrastructure, creation of digital development institutes (or borrowing of foreign experience), digital adaptation of formal and informal institutions in the field of digitalization, development of a digital person, digitalization of all spheres of social life, further technological development.

VI. Directions for solving existing problems regarding the development of digital platforms.

A number of problems in the further development of digital platforms or "weaknesses" in the institutional component of regulating the activities of these platforms were identified, which are listed in the table. 4.

Having analyzed the data in Table 4, we can conclude that more detailed attention should be paid to the creation and improvement of software for service consumers in the field of business process implementation. Since there are horizontal connections with different levels of government (state, regional, local) and business representatives and other business entities.

### Table 4

<table>
<thead>
<tr>
<th>№</th>
<th>Problematic questions</th>
<th>Solutions</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Digital compatibility</td>
<td>Opportunities for digital compatibility between European and other world countries (development of a common set of rules, approaches, principles, documents on priorities for the spread of digital technologies) for the development of global space and &quot;digital islands&quot;. Implementation of the &quot;Digital Society&quot; program, which is aimed at training specialists in the trend of digital society.</td>
</tr>
</tbody>
</table>
Conclusions and perspectives of further research.

Therefore, we consider it expedient to form the following directions for overcoming the digital divide:

- increase cooperation according to the levels of management: local, regional, national, international, global;
- establish harmony between the legal framework and the regulation of legal issues in the digital environment;
- ensure interconnection of registers and digital services with universal access to information;
- development of measures to increase digital literacy and e-learning among the population;
- dissemination of information society and electronic readiness in all districts and regions of the country with appropriate technical support;
- creation of state digital platforms or sites with the participation of the population in the processes of local and national administration, decision-making, spending of budget funds, provision of electronic services;
- creating conditions for improving the quality of life through electronic services and access to digital knowledge.

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