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DIGITAL TRANSFORMATION OF THE ENTREPRENEURIAL ENVIRONMENT IN THE CONTEXT OF SOCIO-CULTURAL CHANGES IN MODERN BUSINESS

The article is devoted to the study of digitalization transformations of the business environment in the context of the socio-cultural component of modern business. The article shows the importance of an integrated approach to the integration of digital technologies into the activities of an enterprise and its management. This integration is accompanied not only by changes in doing business but often leads to a revision of the business model itself. The author substantiates the need to find ways to adapt the activities of a business organization to modern challenges based on changes in organizational (corporate) culture, the development of new competencies of employees, and readiness for constant technological change. The article describes the main components of the digital transformation of the modern business environment, including integrating modern technologies, digitalizing business processes, and personalizing goods and services. The influence of the socio-cultural environment on the development of modern business, in addition to technological innovations, is actualized. Accordingly, the main socio-cultural factors of digitalization of the modern business environment are allocated, which include innovative culture of entrepreneurship, level of digital literacy of the population, social norms and risk perception. It has been proved that the success of the digital transformation of the business environment and business organizations significantly depends on society's ability to adapt to changes. And their perception of opportunities to increase business efficiency and improve the quality of life. The article analyses the pace and efficiency of digital transformation processes in individual

countries (USA, China, Germany) under different socio-cultural conditions that directly affect the business environment. On this basis, four key models of digital transformation of global companies are characterized, taking into account the socio-cultural influence: innovative, data-oriented, integration of digital technologies into production processes; and cooperative. It is proved that regardless of the differences in strategies and approaches to the digital transformation of the business environment, they have a common feature: digitalization is considered a key factor in increasing competitiveness and long-term business development in the modern market, taking into account the socio-cultural component which is important in the context of rapid changes. It is substantiated that the digital transformation of the business environment in Ukraine has intensified in recent years, especially in the fields of IT and financial services. At the same time, the need to overcome domestic barriers to introducing digital technologies, such as weak infrastructure, limited investments in digital initiatives, and low level of digital literacy of the population in certain industries and regions, was identified. It is proposed that socio-cultural factors – willingness to innovate and the ability to learn – be considered key to the effectiveness of the digital transformation of the business environment. This is provided that state initiatives for developing digital technologies and their implementation in all sectors of the national economy are activated.

Keywords: *entrepreneurial environment, digitalization, socio-cultural influence, business organization, innovation culture, digital literacy, social norms, models of digital transformation, managerial culture, competitiveness.*

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ЦИФРОВА ТРАНСФОРМАЦІЯ ПІДПРИЄМНИЦЬКОГО СЕРЕДОВИЩА В КОНТЕКСТІ СОЦІОКУЛЬТУРНИХ ЗМІН СУЧАСНОГО БІЗНЕСУ

Стаття присвячена дослідженню цифровізаційних трансформацій підприємницького середовища в контексті соціокультурної складової сучасного бізнесу. Показана важливість комплексного підходу

до інтеграції цифрових технологій у діяльність підприємства та управління ним, що супроводжується не тільки змінами у веденні бізнесу, а часто призводить до перегляду самої бізнес-моделі. Обґрунтовано необхідність пошуку шляхів адаптивності діяльності бізнес-організації до сучасних викликів на підставі змін в організаційній (корпоративній) культурі, розвитку нових компетентностей у працівників й готовності до постійних технологічних змін. Представлено характеристики основних складових цифрової трансформації сучасного бізнес-середовища, серед яких: інтеграція сучасних технологій, цифровізація бізнес-процесів, персоналізація товарів і послуг. Актуалізовано вплив, окрім технологічних інновацій, соціокультурного середовища на розвиток сучасного бізнесу. Відповідно виокремлено основні соціокультурні чинники цифровізації сучасного бізнес-середовища, до яких доцільно віднести: інноваційну культуру підприємництва, рівень цифрової грамотності населення, соціальні норми та сприйняття ризиків. Доведено, що успішність цифрової трансформації підприємницького середовища та бізнес-організацій суттєво залежить від здатності суспільства адаптуватися до змін та від їх сприйняття як можливостей підвищення ефективності бізнесу й покращення якості життя. Представлений аналіз темпів та рівня ефективності процесів цифрової трансформації у окремих країнах (США, Китай, Німеччина) за різних соціокультурних умов, що безпосередньо впливають на бізнес-середовище. На цій основі охарактеризовано чотири ключові моделі цифрової трансформації світових компаній з урахуванням соціокультурного впливу: інноваційна; орієнтована на дані; інтеграції цифрових технологій у виробничі процеси; кооперативна. Доведено, що незалежно від відмінностей стратегій й підходів до цифрової трансформації підприємницького середовища, вони мають спільну рису: цифровізація розглядається як ключовий чинник підвищення конкурентоспроможності та довгострокового розвитку бізнесу на сучасному ринку з урахуванням важливої в умовах швидких змін соціокультурної складової. Обґрунтовано, що в Україні цифрова трансформація підприємницького середовища активізувалася у останні роки, особливо у сфері ІТ й фінансових послуг. При цьому визначено необхідність подолання таких вітчизняних бар'єрів впровадження цифрових технологій, як слабка інфраструктура, обмежені інвестиції щодо цифрових ініціатив, низький рівень цифрової грамотності населення у окремих галузях і регіонах. Запропоновано розглядати соціокультурні фактори – готовність до інновацій та здатність до навчання – ключовими.

човими для ефективності цифрової трансформації підприємницького середовища за умови активізації державних ініціатив щодо розвитку цифрових технологій та їх впровадження в усі сектори національної економіки.

Ключові слова: підприємницьке середовище, цифровізація, соціокультурний вплив, бізнес-організація, інноваційна культура, цифрова грамотність, соціальні норми, моделі цифрової трансформації, управлінська культура, конкурентоспроможність.

Formulation of the problem. The globalization challenges of modern world development significantly increase the importance, forms, and methods of introducing digital technologies into every business organization's business environment. The socio-cultural factor, as evidenced by the experience of the world's leading countries, allows for increasing the efficiency of business entities and their success in the real market of goods and services. Therefore, it is extremely important to consider the scientific and practical issues of increasing the adaptability of modern business by actualizing the transformation of organizational (corporate) culture, readiness for innovative changes, and mastering new staff competencies through continuous training. This is done, provided that there are sound government initiatives to develop and implement digital technologies in all sectors of the national economy. This issue is especially relevant in the context of the challenges of military aggression and the search for ways to optimize Ukraine's post-war recovery and its approximation to the European and global community.

Literature Review. Domestic and foreign scientists consider issues of digital transformations in the entrepreneurial environment. For example, V. Zadoya and O. Chebotarev relate models of implementation of innovative technologies to the management system of industrial enterprises [1]. O. Vidomenko, Y. Levchenko, and V. Lukianikhin propose to consider the features and economics of electronic crowdfunding in the context of global challenges [2]. Researchers of the Ukrainian Institute for the Future assess external challenges and opportunities for Ukraine in the context of digital business strategies [3]. L. Deyneko and other authors study the problems of digital imbalance in the context of Ukraine's sustainable development [4]. L. Chahovets, S. Prokopovych, and V. Kholod analyse Data science methods for a comprehensive assessment of the region's economic development [5]. H. Nazari, M. Mahmoodi consider the introduction of digital technologies through

business transformation strategies [6]. K. Schwab considers business growth in the context of growing digitalization factors through the prism of the Fourth Industrial Revolution – Industry 4.0. [7]. E. Brynjolfsson and A. McAfee use the definition of the 'second era of machines', which is associated with the time of 'brilliant technologies' through activity, progress, and prosperity [8].

However, despite the significant attention of academic researchers to the digitalization of the business environment for business modernization, the impact of the socio-cultural factor on the above processes remains insufficiently examined. At the same time, global experience and domestic practices in certain industries determine the significant impact of the former on national economy digitalization trends and the relevant activities of business organizations in it. Therefore, the proposed consideration of digital transformations of entrepreneurship in the context of sociocultural changes affecting modern business allows for an advanced understanding of the ways of implementation. It also increases the efficiency of business actors in obtaining competitive advantages in the real market of goods and services.

The purpose of the article. The purpose of the article is to substantiate the nature, components, and models of modern business digital transformation, taking into consideration the socio-cultural changes in the business environment, to ensure its competitiveness in the context of globalization challenges and successful Ukrainian economic recovery after the war.

Presentation of the main research materials. Digital transformation has become one of the most important trends in the development of modern business globally. This term means a comprehensive process of integrating digital technologies into all aspects of a company's operations, which in turn leads to changes in the way of doing business and the business model itself. Changing the business model of the entrepreneurial environment means a shift from traditional to innovative ways of producing goods providing services, and managing resources, which often requires a change in the organization's culture, development of new employees' skills, and readiness for constant technological changes [9].

In Table 1, we describe the main components of the digital transformation in the modern business environment.

Table 1. The main components of digital transformation modern business environment

Component 1: Integration of modern technologies	Component 2: Digitalization of business processes	Component 3: Personalization of goods and services
Using cloud calculations, Big Data, artificial intelligence (AI), Internet of Things (IoT), and other technological solutions changing the way businesses interact with customers and internal processes	Automation and optimization of existing processes, which increases efficiency and lowers costs	Using data to create more individualized solutions for customers which helps to increase loyalty and attract new customers

Source: authors' compilation based on [8]

In a digital transformation context, businesses are becoming more flexible and quicker in making decisions due to the extensive real-time data analytics capabilities. This allows companies to better respond to changes in market conditions, quickly introduce new products and services, and increase resource management efficiency.

Today's business environment in the context of digital transformation depends not only on technological innovations, but also on the socio-cultural environment where it occurs. The success of digitalization is often determined by the level of society's readiness for change, the perception of new technologies, and the existence of an appropriate digital culture in business organizations and by consumers. In Figure 1, we present the main socio-cultural factors of digitalization in today's business environment.

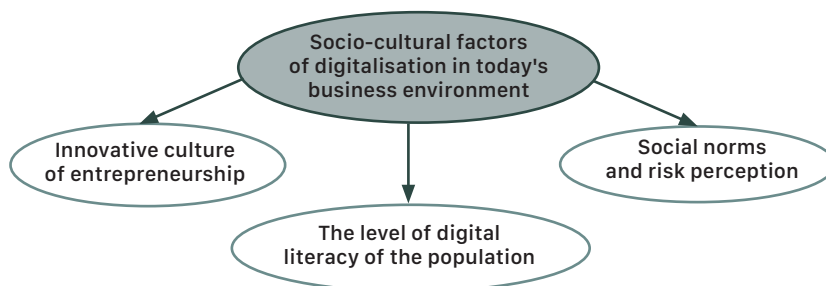


Figure 1. Main socio-cultural factors of digitalization of the modern business environment

Source: Authors' compilation based on [7]

The success of digital transformation largely depends on a society's, business environment, and business organizations' ability to adapt to the changes caused by modern challenges, as much as on the perception of these changes as opportunities to improve the quality of life and increase business efficiency. We should agree with the authors who note that 'the digital economy is creating new business processes and operating models that are economical, environmentally friendly and sustainable. Companies are striving to build a stellar reputation by focusing on more eco-friendly business models [10]. The pace and effectiveness of digital transformation processes vary from country to country and its socio-cultural conditions, which directly affect the business environment.

The United States is a leader in implementing digital technologies in business. American companies such as Amazon, Google, and Microsoft actively use big data, artificial intelligence, and the Internet of Things (IoT), which allows them to manage data effectively, predict consumer behaviour, and automate internal processes. American society is characterized by a high level of digital literacy, which makes it easier to adapt to new technologies. The success of digital transformation in the US is also supported by a culture of innovation and entrepreneurship, where risks are accepted as an integral part of the process.

China is another country where digital transformation has become the basis for economic growth. Thanks to government support, China is actively implementing digital innovations in various sectors of the economy, from e-commerce to financial services. Giants such as Alibaba and Tencent are leading in using blockchain and artificial intelligence technologies to improve user experience and increase the efficiency of operations. An important part of China's success is its socio-cultural characteristics: society adapts quickly to new technologies, and government support facilitates large-scale innovation at the national level.

Germany is also a successful example of digital transformation, especially in manufacturing. The Industry 4.0 concept has become the basis for upgrading production processes using information technology, automation, and artificial intelligence. German companies are actively implementing these technologies to increase efficiency and competitiveness. One of the key aspects of digital transformation in Germany is the focus on the social aspect: employees are actively involved in the transformation process by means of training and development programmes. This reflects the distinctive German socio-cultural tradition that highly values professional education and development.

Global companies use different approaches to digital transformation depending on their market needs, internal culture, and socio-cultural features of the country in which they operate. Several key digital transformation models can be identified (Table 2).

Table 2. Characteristics of the main models of digital transformation of global companies, considering the socio-cultural factor

Type of business digital transformation model	Characteristics of the model and feature of the approach considering socio-cultural influence
Innovative model	Used by companies that strive to be leaders in implementing the latest technologies. Such business organizations actively experiment with new solutions and invest in research and development. Typical examples are technology companies such as Google or Apple, where innovation is central to the business model. In such organizations, a culture of innovation stimulates readiness for change and continuous improvement.
Data-oriented model	The main emphasis is on using big data to improve business processes and make strategic decisions. Companies using this model invest in data analytics and artificial intelligence to predict consumer behaviour, optimize operations, and develop new products. An example of this approach is Amazon, which actively uses data to personalize services and improve customer interactions.
A model of integrating digital technologies into production processes	The main idea is integrating information technology, automation, and robotics into production processes to increase productivity and reduce costs. Here, not only the technological aspect is important, but also the training and development of personnel, which ensure the successful implementation of technologies in practice. This model is common among manufacturing companies such as Siemens or Bosch.
Cooperative model	The model envisages close interaction between companies, government structures, and scientific institutions to achieve a common goal. Examples are digital clusters or innovation hubs, where companies work together to develop new solutions exchange experience and knowledge. This model is actively developing in Europe, where businesses collaborate with universities and research centres to accelerate digital transformation.

Source: Authors' compilation based on [1, 6, 7]

The digital transformation models analysed above reflect different strategies that enterprises and entrepreneurs can use, depending on their needs and the conditions in which they operate. Despite the differences in approaches, they all have one thing in common: digitalization is a key factor in increasing competitiveness and long-term business development in the modern market, taking into account the socio-cultural component, which is important in the conditions of rapid changes.

In Ukraine, the digital transformation of the business environment began to gain momentum in recent years thanks to the active support of the state, the growing interest of businesses in the latest technologies, and the external influence of global market trends. However, this process still faces certain barriers that affect the speed and quality of the implementation of digital technologies.

According to the study of the Ukrainian Future Institute, the level of digitization of the business environment in Ukraine remains lower compared to the leading countries of Europe and the USA. The main barriers include the following:

- Low level of digital literacy of the population,
- Weak infrastructure,
- Limited access to financing of digital initiatives [3].

Most small and medium-sized enterprises are not sufficiently aware of the possibilities of digital transformation and often do not have the resources to invest in new technologies [3]. Therefore, it is important to develop a state strategy for the digitalization of small and medium-sized enterprises for 2024-2027, which envisages the implementation of three main areas: *the first* - through building an effective ecosystem for digitalization at the national and sub-national levels; *the second* - through the development of comprehensive digitalization support services; *the third* - through the use of digital technologies to solve problems related to the war and post-war recovery planning [11].

At the same time, large companies and some industries are actively adopting digital technologies, especially in financial services, IT, and retail. For example, Ukrainian banks such as PrivatBank and Monobank are leading the way in introducing digital innovations such as online banking, mobile payments, and blockchain. These businesses show that even in times of economic instability, digital transformation can drive growth and efficiency [2].

An important step towards digitalizing Ukrainian business was the Diia initiative, a national platform for online public services that gradually

creates favourable conditions for business organizations. The introduction of digital documents and electronic signatures makes it easier for entrepreneurs to interact with government agencies, stimulating greater digitalization of business activities.

As a socio-cultural factor, the level of digital literacy in Ukraine is an important factor hindering the digitalization process. While a significant part of the younger generation has a high level of skills in using digital devices and the Internet, the older generation and residents of rural areas often lack sufficient knowledge to actively participate in the digital economy. According to the World Bank, the level of Internet access in Ukraine is about 80%, which is quite high. Still, the quality of the Internet and the level of digital literacy vary by region [12]. In addition, Ukraine still faces the problem of perceived risks associated with digitalization. A certain part of the population is wary of new technologies, fearing job losses due to automation and digital changes. This reflects a general socio-cultural tradition where job stability and social status are important. At the same time, as the digital economy develops, new jobs are emerging that require data, analytics, and IT skills [7].

Innovation culture is another important aspect of Ukraine's socio-cultural reality. Despite economic difficulties, Ukrainian startups demonstrate a high level of innovation, especially in the IT sector. Ukraine is one of the countries with the most developed IT outsourcing, and this sector continues to grow rapidly, setting an example of successful digital transformation.

It is important to emphasize the importance of introducing government initiatives to support the introduction of digital technologies in all sectors of the national economy, taking into account innovations and socio-cultural factors, which will significantly accelerate the processes of post-war recovery and approximation to the best international standards of business functioning in Ukraine. The above is confirmed by the researchers' opinion that "improved innovation results and the ability to accept innovative models are associated with higher GDP growth rates. Technological change accounts for 35-40% of the dynamics, and regional factors for 40%. The use of the Internet has led to lower operating costs, increased sales, and better customer interaction for 88% of companies, allowing 83% to expand their markets and 78% to cooperate more effectively with suppliers," and 'the role of the government has a more significant impact on the sustainability of entrepreneurship compared to e-readiness' [13].

Conclusions and suggestions. Digital transformation has become an important stage in the development of the modern business environment, based on the introduction of the latest technologies and changes in business models. The main components of this process are the use of artificial intelligence, big data, the Internet of Things, and automation. Socio-cultural factors, such as the level of digital literacy of the population, the innovative culture of enterprises, and the readiness of society to accept risks, have a significant impact on the success of this process. Digital business transformation requires not only technological training but also appropriate changes in management culture and the development of new competencies [14].

Global experience shows that digital transformation is necessary to increase business competitiveness. Different countries, such as the United States, China, and Germany, use different digital transformation models adapted to the specifics of the market and socio-cultural environment. The main strategies are an innovation model focused on the use of data, integration of digital technologies into production, and a cooperative approach. Regardless of the model, the success of digital transformation depends on the ability of companies to quickly adapt to changes and invest in new technologies.

Ukraine has significant potential for digital transformation, especially in the financial services and IT sectors. However, to accelerate this process, barriers such as low digital literacy in certain regions and population groups and limited investment in digital infrastructure need to be overcome. Socio-cultural factors, such as readiness for innovation and the ability to learn, are key to the success of digital transformation. Government initiatives that promote the development of digital technologies and their implementation in various sectors of the economy are also an important step on the path to digitalization.

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ОПУБЛІКОВАНА В АВТОРСЬКІЙ РЕДАКЦІЇ.