

Ministry of Education and Science of Ukraine
**ODESSA NATIONAL ACADEMY OF
FOOD TECHNOLOGIES**

International Competition of
Student Scientific Works

**BLACK SEA
SCIENCE 2021**
PROCEEDINGS



ODESSA, ONAFT 2021

Ministry of Education and Science of Ukraine
Odessa National Academy of Food Technologies

International Competition of Student Scientific Works

BLACK SEA SCIENCE 2021

Proceedings

Odessa, ONAFT 2021

Recommended for print by the Academic Council of
Odessa National Academy of Food Technologies
on April 6, 2021, Protocol No. 13

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Black Sea Science 2021: Proceedings of the International Competition of Student Scientific Works / Odessa National Academy of Food Technologies; B. Iegorov, M. Mardar (editors-in-chief.) [*et al.*]. – Odessa: ONAFT, 2021. – 731 p.

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2. ECONOMICS AND **ADMINISTRATION**

**DIGITAL TRANSFORMATION OF BUSINESS IN MODERN
CONDITIONS: TRENDS AND PROSPECTS**

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Abstract. The current stage of economic development is characterized by rapid structural and qualitative transformations under the influence of the rapid spread of digital technologies. The key task is to ensure the positive impact of digitalization on the social and economic spheres.

The purpose of the work is to study the essence of digitalization and digital transformation, as well as the preconditions, trends and issues of digitalization in the context of changing the economic model of development in view of the global challenges of nowadays. The scientific novelty of the study is to consider the digitalization in the context of current global challenges and the Covid-19 epidemic.

The theoretical bases of digital activity in the conditions of transition to a new model of development are considered, the essence and differences of concepts "digitalization" and "digital transformation" are shown.

The pyramid of digital evolution is presented in the work. SWOT-analysis of digitalization of enterprises has shown that this process has a number of advantages associated with improving product quality, improving sales efficiency and further improvement, as well as a number of shortcomings characterized by environmental risks and possible lack of readiness for radical change.

Trends and prospects of digitalization of enterprises in Ukraine, as well as enterprises for the production of food and beverages are identified. The processes of digitalization of the economy and social relations contribute to the deepening of interaction between all actors in the market environment, beyond national borders, create the conditions for productivity growth, implementation and dissemination of innovations in all spheres of life.

Strategic directions of business digitalization are defined: development of digital infrastructure for employees, small and medium business, ensuring equal access to work regardless of geographical location, encouraging employers to reorient employees to implement digital business processes as an alternative.

Analysis of the use of digitalization in various economic units of enterprises using a logical-structural model of digitalization of enterprises for the production of food and beverages showed that you can digitalize absolutely any part of the enterprise, which will increase efficiency and effectiveness of economic activity.

Keywords: digitization, digitalization, business digitalization, digital transformation, E-Commerce.

I. INTRODUCTION

At the present stage of development, society faces, among other things, two important tasks. The first is the maximum involvement of people in active economic activities in order to overcome poverty and inequality. The second is the successful transition to the digital economy as a new way of life with the least losses. The well-being of society in the long term depends on the success of solving the identified complex and multi-level problems.

The COVID-19 coronavirus epidemic has become a catalyst for accelerating digital business transformation, changing business models and market redistribution. Humanity was already faced with the task of organizing an unstructured digital interaction of people united by some social factor.

We are in the process of the emergency digitalization, which survived the initial period of the pandemic, provided the main tools for remote communication - video conferencing, e-mail, instant messengers and telephony. The transition to remote work in quarantine is a huge stress for the organization. Employees of all management levels, being "in a new reality," look for themselves in a new way, organize their work space and time, and build communications. They are currently the most receptive to change, ready to use new tools and choose new values.

The next task is a deep and reasonable digitalization of business at different levels with the achievement of the maximum economic and social effect: both increasing the profitability of the business and maintaining and increasing employment and income.

II. LITERATURE ANALYSIS

In modern conditions, the effective and timely implementation of the most appropriate practical tools for digitalization is becoming a crucial factor in ensuring the competitiveness of enterprises in all fields.

Theoretical and applied aspects of digital transformation have been studied in the works of O. Abakumenko, D. Bonnet, V. Varga, O. Hrybinenko, O. Guseva, M. Dubyna, O. Kozlyanchenko, S. Korol, T. Lazorenko, S. Legominova, L. Ligonenko, A. McAfee, A. Manu, D. Neil, M. Wade, G. Westerman, M. Ustenko, S. Fedyunin, S. Hauser and others. In their scientific works, they consider the theoretical and methodological aspects of digitalization.

Thus, V. Varga conducted a content analysis of the concept of "digitalization", identified the positive effects of digitalization in the context of increasing the competitiveness of the enterprise based on the analysis of the impact of digital technologies in a rapidly changing environment [1].

O. Hudz, S. Fedyunin and V. Shcherbyna studied the features of digitalization of enterprises in the context of the formation of competitive advantages, identified the place of digitalization in competition, as well as the preconditions, challenges and issues of the process. Tasks and measures for digitalization of enterprises based on the transformation of tools, technologies, methods, models of enterprise management are substantiated. The complexity of digital transformation to increase competitiveness in modern conditions is shown [2].

G. Shvydchenko and M. Teplyuk analyzed the manifestations of the digitalization process in the modern realities of innovative entrepreneurship development and presented the logic of innovative enterprise development in the context of digitalization [3].

In the work of AB Trushlyakova it is shown that the factors influencing the development of digitalization should be divided into those that are formed under the influence of macro- and individual factors. Among the macro-factors the author includes the improvement of the legal and regulatory framework for the development of digitalization; change in public policy to support and develop certain activities. And the individual factors, respectively, include: the creation of new values, properties of goods; formation of new needs and demands of consumers (focus on saving time, search and purchase of goods on clear parameters); the emergence of the latest digital technologies. The author determined that digitalization management is based on perfect planning of digital strategy, assessment of feasibility of practical digital initiatives, identification of promising areas of action, selection of an effective model of digitalization, forecasting the expected effect of digitalization, comparison of innovative initiatives [4].

At the same time, the issue of the impact of digitalization on welfare, employment and the level of people's involvement in active economic activity remains unresolved, taking into account current global challenges.

III. OBJECT, SUBJECT, AND METHODS OF RESEARCH

The purpose of the work is to study the essence of digitalization and digital transformation, as well as the preconditions, trends and issues of digitalization in the context of changing the economic model of development in view of the global challenges of nowadays.

The object of research is the activity of Ukrainian enterprises of different scales and spheres of activity on the introduction of digitalization tools in modern conditions.

The subject of the study is the peculiarities of the implementation of the principles of digitalization in enterprises.

To achieve this goal in the work used methods of comparison and comparison, logical and structural analysis.

IV. RESULTS

4.1 The essence, stages and benefits of digitalization

In the literal sense, digitization is translation of signals from analog to digital form and their operation, processing of mathematical models of processes or archiving of data in digital form; digital representation of the original object [5].

By definition, digitalization is a process of application of modern information and communication technologies based on the capabilities of the modern IT industry to achieve its goal, focused on the transformation of existing business processes by digitizing them [2, p.19].

The process of digitization has affected all areas of business: from how the company receives and retains new customers, to how it manages its reputation on the Internet.

If in the past it was enough to build a store using mortar and brick to create it, now consumers want to see what you can offer them before making a purchase. In modern conditions, the target audience consumes more and more digital data, which requires the appropriate transformation of production policies, distribution, communication from entrepreneurs of different scales.

Prior to data digitization, offline mode was the transfer of information from word of mouth. But now consumers are instantly disseminating information to hundreds and thousands of people through their social media pages. The undeniable and primary advantages of digitization include:

- significant facilitation of access to data of various types;
- simplification and acceleration of information exchange;
- expanding the possibilities of further processing and conversion of data.

Every day the company needs to have digital advertising to attract new consumers. Cold calls and greeting cards have been replaced by digitalization, thanks to which digital consumers have begun to manage personal and professional relationships online.

Digitalization – new business opportunities from digitization, use of digital technologies to change business processes and increase efficiency and profit; it is a process of transition to "digital business", where optimality is achieved through computing, digital communication and automated management [5].

Digitalization is the transformation of business through the introduction of digital technologies. The process of digitalization creates a comfortable environment for interaction between the company and the client.

Most often, the purpose of digitalization is to meet consumer needs, which change with the development of technology, namely - to create a more comfortable and efficient interaction between the client and the company.

Business owners often decide to digitalize their business because it will provide them with:

- Convenient and operative interaction of the client with the company;
- Automation of internal company processes;
- Modernization of a product or service: its quality, attractiveness, ease of use, delivery, etc.

Manifestation of digitalization can be expressed in the form of digitalization of workplaces, using tools such as mobile devices, technologies, Internet networks for unified communication and independence of location. The list of procedures that can be digitized is very large, ranging from digitalization of production processes, control of work performance and product quality, communication with the team and customers, ending with logistics and deliveries. Implementing such changes is the transition to digital business by creating new streams of digital revenue and supply.

Advantages of digitalization: development of new sales channels; cost reduction and bureaucratic burden; improvement and automation of work processes; creates high competitiveness; simplifies data handling; saves money; improves the quality of service and increases the flow of customers; increases recognizability, customer loyalty to the brand; enhances communication with users.

Digital transformation - change of usual business models thanks to digital technologies and providing new opportunities for receiving additional value in new or existing segments of the market of services or production; it is a complete transformation of the company's business model, business processes, products and services into digital; reorientation to the digital economy [5].

The digital transformation is designed to simplify the activities of companies and provides that the business works with almost 100% automation and with minimal human intervention.

Digital transformation for the sake of the process itself is not the right way. For each business it is necessary to make the analysis and only then it will become clear which of these types of projects will bring the greatest effect, and which is better not to do at all.

The benefits of digital transformation for business: digitalization and automation of business processes; easier resource management; empowerment of employees; access to more customer information; creation of digital products and services; easy joint work of departments; increasing flexibility and attracting innovation; formation of digital culture.

Stages of business digitalization:

1. Acquaintance

At the stage of acquaintance it is necessary to understand features of a niche and business problems. Next, the goals and indicators to be achieved are determined.

2. Choice of solutions

The choice of solutions depends on the tasks set at the first stage. For some purposes, it is enough to synchronize the online store and ERP (Enterprise Resource Planning - a business process management software that combines finance, supply chain, operations, reporting, production, human resources and allows you to manage them), for another to run the Internet -shop, for the third, to develop a designer of products for dealers.

3. Programming

Development consists of designing the architecture and interface, creating the design, writing the code and testing. At each of these stages, the team compares with the business objectives of the project. All developed elements serve to achieve business objectives.

4. Measuring the result

After starting the project, the result is measured. At this stage, it is determined how many hours saved and how many customers made a decision [6].

The pyramid of digital evolution is presented in Fig. 1.

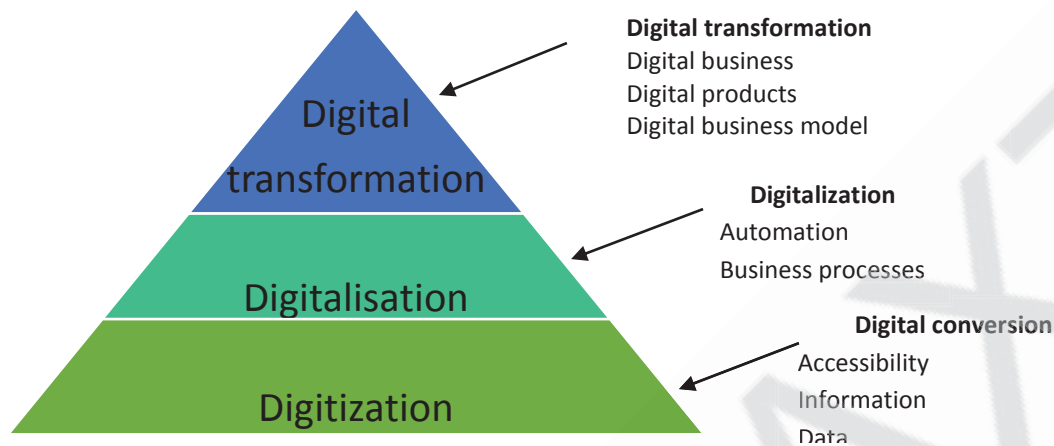


Fig.1. Pyramid of digital evolution

The choice between digitization, digitalization and digital transformation depends on the current state of the company.

4.2 The need for digitalization of business in modern conditions

Analysis of the situation in the business environment shows that there are objective prerequisites for the introduction of digitalization tools to improve resource efficiency and profitability of enterprises.

According to Unit4, the average employee spends 552 hours on routine operations per year. Of these, 18 minutes to search for each document. Such inefficiency results in a decrease in corporate income by 20-30% [9].

According to a McKinsey report, 45% of enterprise tasks can be automated. This will free employees from repetitive operations and allow them to focus on complex and creative tasks [10].

According to the PWC Ukraine survey, customers are willing to overpay up to 16% of the cost of service for speed and comfort. The buyer has become more demanding, but he is willing to pay more for good service [11].

According to Factum Group, 71% of Ukrainians use the Internet. One third of them buy goods online. According to Statista, in 2020 the number of online shoppers will reach 2 billion. [12]

Digitalization tools will guide customers from dating to closing the deal and resale with more conversions. According to a study by Nucleus Research, an investment in a CRM system returns an average of \$ 8.7 per dollar. [13]

CRM (Customer Relationship Management) is an application software for organizations designed to automate strategies for interacting with customers (clients), in particular, to increase sales, optimize marketing and improve customer service by storing customer information and the history of relationships with them, the establishment and improvement of business processes and further analysis of results.

In various industries, from 25 to 80% of all costs are staff costs. They can be reduced through process automation, implementation of self-service programs and outsourcing. Digitization does not necessarily lead to layoffs. Employees on creative and responsible tasks can spend free time.

Automated systems management (automated management) is the only way in which companies today can successfully ensure the optimal operation of their computer systems to meet business demands. The most important asset of any company is its data.

The first step to digitalization can be started with the proper development of a corporate website or with the help of functional E-Commerce (e-commerce) solutions, mobile applications, chatbots and further development of personalized CRM / ERP-systems.

It is obvious that every type of business needs the use of modern digital technologies to one degree or another. The necessary minimum for any company now is the presence of a site and accounts in social networks (with very rare exceptions). Those brands that want to take customers one step further can also develop mobile applications / chat-bots and use other promotion channels - and this can actually take them to the next level.

A striking example of business digitalization in Ukraine - Monobank - the first and only Ukrainian bank without branches and its own ATMs. There is only an application for Android and iOS, through which the customer interacts with the bank.

This is an important example of creating new value for customers, which allows them to gain undeniable competitive advantages and quickly gain a significant share of a highly competitive banking market.

4.3. Influence of extraordinary factors on various spheres of business

The COVID-19 pandemic has increased the need for remote work. From forced to current fluctuations, the pandemic has forced many people to work from home. And despite some easing of this need, the number of people working from home is still much higher than ever before.

For many organizations, this has created the need for either fully remote capabilities or the ability to offer mixed options that combine remote and office work.

According to Unit4, 75% of managers surveyed had between 51% and 100% of their employees working remotely. 84% agreed that remote work in such organizations had increased to such an extent due to the pandemic. And almost all (85%) understood that remote work will continue even after all distance measures are canceled [9].

Quarantine has forced companies to move to technologies they did not plan to implement for some time and reconsider their strategic priorities. "Become digital or die" is the reality that the COVID-19 epidemic has brought us to. The main problems we faced can be solved by digital transformation:

– The need for business owners to protect their employees: The epidemic could be the turning point after which remote work will become common practice and prove to leaders that their employees can work from home as efficiently as in the office with the right technology, the right approach to management and culture.

– Networking and business communications: all major activities, as well as all flights and trips, were canceled due to quarantine. One of the alternatives to face-to-face meetings is video conferencing; there are also many platforms that offer networking opportunities.

– Lifelong learning: virtual schools, self-study courses, online learning platforms, distance learning management systems - examples of how the digitalisation of education can help educators during forced school closures and further practice.

– Failures and disruptions in supply chains and shutdowns - hence the growing demand for process automation and robotics.

– Strategy and tactics of maintaining the viability of the company in chaos [14].

In the new digital economy there is a change in demand and forms of consumption. According to leading experts, more than 60% of global corporations are already developing their own strategy of digital transformation, which is aimed at simultaneously taking into account technological changes and the peculiarities of market consumption.

One of the areas of information economy is e-commerce (E-commerce). Despite the fact that Ukraine lags behind developed countries in terms of e-business infrastructure and its legal support, the pace of development of Internet commerce in our country is quite high.

The Ukrainian e-commerce market, responding to the ever-growing demand, is developing in the direction of diversification, increase, integration and cheapening of online services, while repeating the global trends of the virtual market. This is evidenced by the main trends of increase in the e-commerce market, the volume of which for the period 2015-2019 increased more than 3 times (Fig. 2).

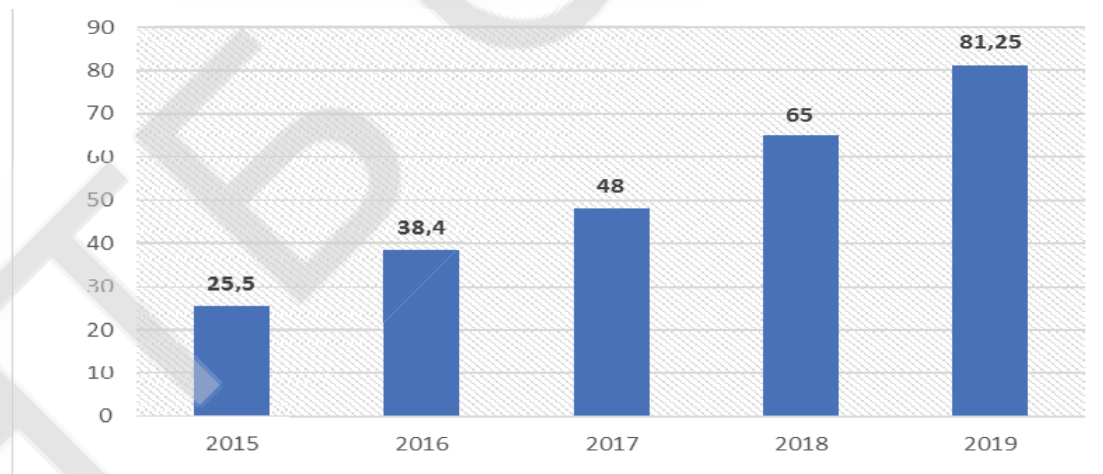


Fig.2. Volumes of online trade and Ukraine for 2015-2019, UAH billion

The growing role of e-commerce is also due to factors such as:

- saving consumer time and choosing products in accordance with the selected filter;
- the ability to consider a wider range of product items;
- the ability to choose goods outside the country.

E-commerce also has a number of advantages (including contactless delivery and no need to go out in crowded places) in emergencies, which can be quarantined due to the rapid spread of the coronavirus epidemic.

SWOT-analysis of business digitalization is presented in table. 1.

Table 1. SWOT-analysis of business digitalization *

<p>Internal environment</p>	<p>Strengths</p> <ul style="list-style-type: none"> • Save time on operations • Flexibility and acceleration of business processes • Ready-made solutions save time on tasks • High quality control • Fast processing of applications • Additional services • Cost optimization • Optimizing the work of staff, increasing its efficiency • Sales channel optimization • Reduction of maintenance costs • Development of additional services • High competitiveness 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Complete dependence on electricity and the Internet • High cost of digitalization implementation • Not all employees will be qualified
<p>External environment</p>	<p>Opportunities</p> <ul style="list-style-type: none"> • New opportunities for cooperation with other companies • Strengthening innovation policy • Search for new markets • Strengthening marketing activity • Familiarization of staff with the benefits of own brand products • Introduction of new types of services in accordance with the needs of consumers • Opportunity to cooperate with foreign companies and clients 	<p>Threats</p> <ul style="list-style-type: none"> • Power outages or the Internet completely stop working • Cyber-attacks lead to accidents and huge losses • Copying the product

* Compiled by the author

In 2018, the Cabinet of Ministers of Ukraine developed and approved an action plan for the implementation of the Concept of e-government development in Ukraine, which includes the following elements:

1. Restructuring of electronic services and development of interaction of public authorities, citizens and business entities with the help of information and communication technologies (development of electronic services, development of open data, development of electronic tools for individuals and legal entities, development of electronic identification and trust services).

2. Modernization of public management with the help of information and communication technologies (development of electronic interaction, development of

electronic document management, e-government of basic industries and support of priority reforms).

3. Management of e-government development (formation of basic information and telecommunication infrastructure of e-government, increasing the efficiency of e-government development management) [14].

At the same time, digitalization processes in the regions of Ukraine are hampered by a number of obstacles, including: resistance to change and conservation of conventional analog systems and procedures; lack of quality technical support, lack of IT specialists, low level of qualification of administration staff; lack of skills in using information systems and distrust of their reliability among the population, including the older generation.

In our opinion, there are 3 key prerequisites for the digitalization of companies:

1. Creating more value for the client, which is transformed into an increase in revenue.

2. Improving the efficiency of product sales. Digitalization tools allow you to guide customers from dating to closing the deal and resale with more conversions.

3. Improving the efficiency of economic activity and increasing the productivity of staff. This will free employees from repetitive operations and allow them to focus on complex and creative tasks.

Enterprise Resource Planning (ERP) solutions can be implemented in every business process, from business planning to the development and production of specific products. The use of such technologies will be objectively useful in any field of activity. In particular, the use of ERP-solutions in the food industry can provide the necessary conditions to improve the safety of food, as well as the efficiency of their production.

In essence, ERP is a full-fledged business management system that combines various management tools and functions. Also by means of these technologies it is possible to unite in a uniform network data on results of efficiency of work of divisions of the enterprise, to centralize works on development of new production, forecasting of level of sales, control of warehouse balances, etc. Using a set of applications, management can collect, analyze and store data on all aspects of the enterprise.

At the same time, the use of ERP-technologies can help organize the internal cooperation of various departments and responsible persons. In addition, it will provide effective forecasting in production - and this is an invaluable asset for any food company, which is important to sell their products in the short term. Using ERP, you can organize a well-functioning delivery service of finished products, which with a competent approach to management will increase company revenue.

Today, food industry companies are forced to operate in a tight time frame. Fresh demand forecasts can come late in the evening, and in the morning there is an order for delivery of a batch of products, which must be sent in just a couple of hours so that the seller can put it on display the next morning. Therefore, today long-term forecasting in the food industry is significantly less important than short-term forecasts for the short term. Manufacturers must respond quickly to changes in demand to meet the needs of their customers and make a decent profit.

That is why it is very important to have full control over all aspects of the company, to understand the level of profitability and the reasons for its change. All this is possible only with the use of modern information technology and tools.

Based on the study, we proposed a logical-structural model of digitalization of enterprises for the production of food and beverages in the context of goals, vectors and software products by key economic units of enterprises (Table 2).

Table 2. Logical and structural model of digitalization of food and beverage enterprises *

Enterprise division	Purpose of digitalization	Digitalization vector	Software products
Commercial Department	Optimization of enterprise costs for the purchase of inventory	Use of tender portals for the purchase of inventory	Prozorro e-tender.ua
Production	Reduction of time and material costs of production	Connecting machines to IT systems	Sinumerik Integrate Wonderware Ukraine
Logistics	Optimization supply chain	Automation of transportation planning, management of performers, real-time control	Atlas Delivery
Management	Improving the quality of personnel management and automation of HR-processes	Organization of feedback from employees, assessment of staff performance, setting access to the workplace regardless of location	Tend CRM vTiger LP CRM
Accounting	Control over material and financial resources	Introduction of electronic document management	1C M.E.Doc
Marketing	Entering new global markets, increasing the number of buyers	Sales of products through local and international online stores, tender portals	Amazon Instagram
Communication with clients	Building effective communication with consumers, forming a communicative environment based on the principles of trust and participation	Applications from potential buyers on the site and calls through the PBX are automatically recorded in the database and become a task for sales staff.	SalesDrive Бізнес24

* Compiled by the author

Analysis of the use of digitalization in various economic units of enterprises using a logical-structural model of digitalization of enterprises for the production of food and beverages showed that you can digitize absolutely any part of the enterprise, which will increase efficiency and effectiveness of economic activity.

V. CONCLUSIONS

Digitalization is a process based on the capabilities of the modern IT industry, the use of modern information and communication technologies by enterprises to achieve their goals, focused on the transformation of existing business processes by digitizing them. The main feature of digitalization in today's global challenges is the need to create conditions for more comfortable and efficient interaction between business and consumers against the background of the epidemic COVID-2019.

The current stage of development of economic systems is characterized by rapid structural and qualitative transformations under the influence of the rapid spread of digital technologies. The processes of digitalization of the economy and social relations contribute to the deepening of interaction between all actors in the market environment, beyond national borders, create the preconditions for increased productivity, implementation and dissemination of innovations in all spheres of life. At the same time, rapid technological changes require the formation of qualitatively new, adaptive approaches and models of economic process management at all levels. Without taking into account the impact of the main trends of digitalization of society on the development of economic and social processes, the formation of strategies for economic development of the state, regions and individual industries does not make practical sense.

The digital economy is based on the introduction and widespread use of technology, storage and processing of large amounts of information.

In the conditions of the national economy, the issues of digitalization are becoming relevant and need a thorough study. The procedures for creating effective management systems focused on market trends in a single information space deserve special attention. Thus, in 2018, the Cabinet of Ministers of Ukraine developed and approved an action plan for the implementation of the Concept of e-government development in Ukraine.

In the process of SWOT-analysis of digitalization of enterprises it was found that digitalization has a number of advantages associated with improving the quality of the product, increasing the efficiency of implementation and further improvement, and a number of disadvantages characterized by unpredictable behavior of the external environment and insufficient readiness of the enterprise to radical change.

Analysis of the use of digitalization in various economic units of enterprises using a logical-structural model of digitalization of enterprises for the production of food and beverages showed that you can digitalize absolutely any part of the enterprise, which will increase efficiency and effectiveness of economic activity.

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