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MANAGEMENT OF BUSINESS MODEL TRANSFORMATIONS OF ECONOMIC ENTITIES IN THE DIGITAL ECONOMY

The article explores modern approaches to the management of business model transformations of enterprises in the context of the digital economy. It is substantiated that digital transformation encompasses not only technological changes, but also profound transformations in strategy, culture, management, structure and interaction with partners. The key structural levels of transformations are identified, performance indicators, industry-specific implementation features and critical success factors are outlined. It is shown that systemic management of digital changes provides enterprises with adaptability, innovation and competitive advantages in a dynamic environment.

Keywords: *transformation management, digital economy, business model, change strategy, digital technologies, ecosystem, analytics, organizational culture, flexibility, innovation.*

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МЕНЕДЖМЕНТ ТРАНСФОРМАЦІЙ БІЗНЕС-МОДЕЛЕЙ СУБ'ЄКТІВ ГОСПОДАРЮВАННЯ У ЦИФРОВІЙ ЕКОНОМІЦІ

У статті досліджено сучасні підходи до менеджменту трансформацій бізнес моделей підприємств у контексті цифрової економіки. Обґрунтовано, що цифрова трансформація охоплює не лише технологічні зміни, а й глибокі перетворення в стратегії, культурі, управлінні, структурі та взаємодії з партнерами. Визначено ключові структурні рівні трансформацій, окреслено індикатори ефективності, галузеві особливості впровадження та критичні фактори успіху. Показано, що системне управління цифровими змінами забезпечує підприємствам адаптивність, інноваційність і конкурентні переваги в умовах динамічного середовища.

Ключові слова: *менеджмент трансформацій, цифрова економіка, бізнес модель, стратегія змін, цифрові технології, екосистема, аналітика, організаційна культура, гнучкість, інновації.*

Problem statement. The digital transformation of the economy creates a new paradigm for business functioning, in which traditional business models lose their effectiveness. Enterprises are forced to adapt their business models to new conditions, which requires systemic management of transformations. The problem lies in the insufficient ability of many organizations to implement changes holistically – taking into account both technological aspects and cultural, strategic, analytical and ecosystem components. In conditions of increasing uncertainty and intensity of market changes, it is important to identify how enterprises can manage business model transformations in order not only to maintain stability, but also to achieve growth.

Analysis of publications. To provide a theoretical basis for the study of business model transformation management in the digital era, a number of modern scientific

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sources were analyzed. They cover a wide range of aspects - from digital strategy and change management to issues of leadership, analytics and ecosystem interaction. Particular attention is paid to the works of Ukrainian scientists who consider the specifics of implementing digital transformations in the conditions of the national economy. Oliynyk and Tolochii [1] investigated the key factors of project management effectiveness in the conditions of digital transformation, emphasizing the need to integrate strategic vision with managerial flexibility. Hnatenko and Kulikova [2] revealed the importance of improving personnel management in the process of organizational change, which corresponds to the concept of cultural transformation in the digital economy. Kateryna and Tsybulska [3] focused on the modern challenges of business model transformation, emphasizing the importance of innovative thinking and digital technologies. Khodakivska et al. [4] examined business models in the context of an innovative economy, emphasizing the need to optimize costs and manage resources during transformation. Zos-Kior [5] emphasized the importance of management tools, in particular career consulting, which is part of building a new corporate culture. Reznikova et al. [6] analyzed global trends in digital transformation and the impact of innovations on business models, in particular in the field of international trade. Zos-Kior et al. [7] emphasized the importance of labor potential as a strategic resource for transformation. The analyzed sources allow us to conclude that scientific thought is increasingly actively developing in the direction of understanding digital transformations as a systemic phenomenon. Researchers note the key role of strategic management, human capital, analytics, and organizational culture in the successful renewal of business models. The available literature also emphasizes the importance of industry context and the need for an adaptive approach to digital change, which confirms the relevance and practical value of the research topic.

Presentation of the main results. Management of business model transformations of business entities in the digital economy is one of the key factors that determine the ability of organizations not only to adapt to changes, but also to effectively use new opportunities for sustainable growth. In modern conditions, the digital economy has ceased to be just a tool for automating operations - it has become a fundamental force that changes the logic of creating, delivering and capturing economic value. Management of business model transformations is not only the process of implementing technologies, but a comprehensive approach to change that affects strategy, culture, organizational structure, customer behavior and partner relationships.

The focus of transformation management is the ability of an enterprise to form and implement a strategic vision in response to the challenges of the digital environment. This involves the formation of not "reactive" steps – responding exclusively to external stimuli – but "proactive" strategies that shape the future contour of competition. Digital technologies open up enormous opportunities: they allow you to review traditional channels of interaction with customers and suppliers, create new products based on big data analytics, automate value chains and optimize internal processes. However, it is management that determines how these opportunities are transformed into strategic advantages. It is managers and leaders who are the agents of change that shape the organization's ability to learn, adapt and innovate. It is impossible to talk about transformation management without understanding the role of data as a new strategic resource. Data becomes the basis for decision-making, allowing companies

to understand market behavior, assess risks, predict trends and plan effectively. Digital business models are based on the ability to collect, process and analyze large amounts of information, and transformation management is aimed at creating internal systems that provide high-quality access to this data and their integration into strategic processes. This requires building an analytical infrastructure based on modern technologies of artificial intelligence, machine learning, IoT systems and cloud platforms [1-5].

One of the key components of the transformation process is change management at the organizational culture level. In traditional management models, decisions are often made top-down and focused on control and standard procedures. In the digital economy, such a model is gradually losing its effectiveness, as the speed of change, environmental uncertainty and constant integration of new technologies require flexibility, adaptability and the ability to learn from the entire organization. Transformation management is aimed at creating a culture where experimentation, making mistakes in the learning process, open exchange of ideas and horizontal leadership become the norm. This expands opportunities for innovation, promotes the development of the creative potential of employees and strengthens the organization's response to external challenges. The role of leadership in the processes of digital transformation of business models is critical. Modern leaders must have not only technical competence, but also a vision of the future, the ability to motivate teams, manage complex stakeholder expectations and balance between risks and new opportunities. A digital transformation leader does not just coordinate changes – he forms new meanings, translates strategic priorities into everyday actions, inspires adaptation and acts as an agent for building the digital identity of the enterprise. This role goes beyond traditional management and includes elements of futurism, ethical leadership and the ability to systematically integrate new knowledge into management decisions.

Another important aspect is the management of ecosystem connections – digital business models rarely operate in a closed environment. They are built as part of digital ecosystems involving partners, consumers, technology developers, government services, platforms and other participants. Transformation management must ensure effective interaction in these multilayered networks, which requires the development of partner cooperation competencies, open API integrations, flexible cooperation conditions and a distributed management model in which value is created not only within the enterprise, but also in the digital network of interactions [2-4].

An equally important component of transformation management is the ability to manage risks that arise during digital transformation. They can be of different nature: technological (cybersecurity, system failure), organizational (resistance to change, insufficient staff competence), legal (compliance, data protection), market (loss of market share during changes, change in consumer behavior). Management must not only identify these risks, but also form mechanisms for their adaptation, rapid response and minimization of negative impact. In this context, the construction of an analytics and monitoring system becomes critical, allowing to track key indicators of the effectiveness of transformation processes in real time. The phasing of the implementation of changes in the business model also requires careful management. This is not a one-time project, but a constant cycle: analysis of the current state, formation of a vision, development of transformation options, testing, implementation, train-

ing, adjustment – and then repeat. This approach ensures the evolutionary nature of the transformation, which allows avoiding sharp shocks for the organization and its audiences, and also provides the ability to adapt when the external environment changes. One of the tools of such management is digital platforms with modular architecture, which allow integrating new services without significant disruptions in the operation of the main systems.

In summary, the management of business model transformations in the digital economy is a complex activity that goes beyond technological implementations and touches on strategic thinking, change culture, data management, leadership, partnership and risk management. Such management allows the enterprise not only to meet the challenges of the present, but also to shape its own path of development in the future, create new sources of value, effectively interact with digital ecosystems and ensure sustainable success in a competitive environment [3-6].

Continuing the analysis, it is necessary to consider in more depth the elements of a systemic approach to managing business model transformations, which is based on the logic of phased implementation of changes combined with constant adaptation. In the digital economy, such management cannot be a one-time project - it is a dynamic process that forms a new enterprise architecture, taking into account the rapidly changing external environment.

Digital transformations require simultaneous coordination of several directions: technical (introduction of innovations), organizational (restructuring of the management structure), human (formation of a new corporate culture) and strategic (resetting goals and revenue models). Understanding how the logic of business functioning changes is a necessary condition for effective management of this process (Table 1).

Table 1. **Structural levels of digital transformation of business models,** *proposed by the authors*

Transformation Level	Main focus	Expected result
Technological	Implementation of digital tools	Process automation, real-time analytics
Organizational	Adaptation of structure and processes	Increasing flexibility and speed of decision-making
Cultural	Changing employee mindset	Focus on innovation, openness to change
Business Logical	Rethinking customer value	Formation of new sources of income and market niches
Ecosystemic	Integration into networked digital platforms	Attracting partners, scaling the network effect

One of the main goals of transformation management is to ensure the manageability of changes. This involves defining clear milestones, performance indicators, areas of responsibility, risks and control points. This approach allows not only to avoid chaotic decisions, but also to transform the enterprise gradually – taking into account the specifics of each division, technological environment and organizational culture. Management should also provide continuous feedback, which allows you to quickly respond to shortcomings in the transformation trajectory.

The effectiveness of the transformation largely depends on how fully the enterprise realizes the potential of digital technologies, in particular platform solutions, cloud services, artificial intelligence and automated analytics [4-8].

After implementing a new business model, management should focus on maintaining the achieved flexibility, ability to experiment and readiness to scale successful practices. This involves not only technical modernization, but also a strategic transformation of the way of thinking of all business participants: from owners and management to frontline employees and customers, who increasingly influence the value proposition through digital channels.

A holistic approach to transformation management allows not only to adapt the business to changes, but also to turn variability itself into a source of competitive advantage. That is why systemic transformation of the business model is not only a response to the challenges of the time, but also a path to sustainable development and leadership in the digital economy.

To provide a holistic picture of the effectiveness of business model transformation management, it is advisable to implement a systemic assessment model based on key parameters. The following table reflects an integrative approach to assessing the effect of changes through the prism of critical success factors (Table 2)

Table 2. **Assessment of the effectiveness of business model transformations in the digital economy,** *proposed by the authors*

Evaluation parameter	Performance criteria	Level of achievement (conditionally)
Operations flexibility	Speed of process redesign, time-to-market	High
Customer interaction	Personalization, quality of digital experience	Medium
Innovative capacity	Number of new services/products	High
Analytical maturity	Level of data usage for decision-making	Medium
Organizational adaptability	Employee engagement in change, readiness for learning	High
Economic performance	ROI of digital initiatives, profit growth	Depends on the industry
Market position	Change in market share, recognition	Increasing

Digital transformation does not guarantee an instant financial breakthrough, but creates the prerequisites for long-term growth through systematic modernization of management mechanisms, organizational flexibility and continuous learning. If the organization has a culture open to change, the infrastructure for data processing and analysis is supported, and the strategic logic of management integrates the dynamics of digital technologies into the business model, then transformation becomes not a risk, but a source of stable competitive advantage.

To logically conclude the analysis, it is advisable to summarize the main areas in which business model transformation has the greatest impact, by type of enterprise. This allows us to assess the specifics of implementing changes in different business sectors, which, in turn, forms the basis for industry-specific adaptation of digital strategies.

Table 3. **Industry-specific characteristics of business model transformations in the digital economy,** *proposed by the authors*

Field of activity	The main vector of transformation	Digital Priorities	Expected effect
Manufacturing	Digitization of processes and supply chains	Predictive Planning, Automation	Reduce costs, increase productivity
Agricultural sector	Precise management of resources and sales	Analytics, Mobile Monitoring Systems	Optimize costs, stabilize supplies
Retail and trade	Multichannel interaction with the client	E-Commerce, CRM, Personalization	Increase sales and customer retention
Services and education	Digitization of services and content	Online Platforms, Cloud Support	Expand access, scale
Logistics and transport	Intelligent management of routes and delivery	GPS Tracking, Digital Dispatching	Reduce costs and increase accuracy

Analysis of the industry-specific nature of transformations demonstrates that the digital economy forms not a universal, but a context-dependent approach to the modernization of business models. The greatest effect is achieved where digital tools are integrated into key value creation links – be it production processes or customer service. This requires management to be able to adapt digital strategies to the real conditions of the enterprise's functioning, not only copying technological trends, but also creatively integrating them into its own development model.

Conclusions. Business model transformation management in the digital economy is a comprehensive management practice that encompasses strategy, culture, data, technology and partnerships. Successful transformation management involves the enterprise's ability to flexibly plan, strategic leadership, cultural adaptation and systematic monitoring of results. Digital transformation is not a one-time project – it is a continuous process that requires the active participation of management at all levels. The key to success is the formation of a digital identity, the development of personnel competencies, the coordination of internal changes and external connections within digital ecosystems. As a result, transformation becomes not only a response to environmental challenges, but also a source of long-term competitive advantages.

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