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**DEVELOPMENT OF EXPORT AND IMPORT ACTIVITIES OF UKRAINIAN ENTERPRISES IN THE CONTEXT  
OF GLOBAL CHALLENGES AND DIGITAL TRANSFORMATION OF BUSINESS PROCESSES**

**РОЗВИТОК ЕКСПОРТНО-ІМПОРТНОЇ ДІЯЛЬНОСТІ ПІДПРИЄМСТВ УКРАЇНИ В УМОВАХ ГЛОБАЛЬНИХ  
ВИКЛИКІВ І ЦИФРОВІЗАЦІЇ БІЗНЕС-ПРОЦЕСІВ**

Балиук Ю. С. Розвиток експортно-імпоротної діяльності  
підприємств України в умовах глобальних викликів і  
цифровізації бізнес-процесів.  
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*The article examines the theoretical and practical aspects of the development of export-import activities of Ukrainian enterprises in the context of global challenges and the digital transformation of business processes. It is substantiated that the modern functioning of enterprises is influenced by an unstable external environment caused by military conflicts, pandemic risks, economic crises, and intensified international competition. The essence of development is defined as a continuous process of qualitative and quantitative changes that ensure the improvement of enterprise performance and adaptation to transformational processes in the global economy. The internal and external factors affecting the development of export-import activities are systematized, including economic, political, legal, social, technological, and organizational factors. The organizational and economic mechanisms for the development of export-import activities are considered, encompassing management functions, development tools, efficiency-improvement reserves, and directions for state support of foreign economic activity. Attention is paid to digitalization as a key factor influencing the development of export-import activities under contemporary conditions. The advantages of digital transformation for enterprises include improved business process management, enhanced interactions with partners and customers, cost optimization, accelerated information processing, and strengthened competitive positions in international markets. It has been proven that implementing digital technologies increases the effectiveness of foreign economic activity and ensures the long-term sustainable development of enterprises.*

**Keywords:** export-import activities, enterprise development, foreign economic activity, digitalization, digital transformation, international trade, competitiveness, development management, development factors, economic efficiency.

*У статті досліджено теоретичні та практичні аспекти розвитку експортно-імпоротної діяльності українських підприємств в умовах глобальних викликів і цифрової трансформації бізнес-процесів. Обґрунтовано, що сучасне функціонування підприємств відбувається під впливом нестабільного зовнішнього середовища, зумовленого військовими конфліктами, пандемічними ризиками, економічними кризами та посиленням міжнародної конкуренції. Визначено сутність розвитку як безперервного процесу якісних і кількісних змін, що забезпечують підвищення ефективності діяльності підприємств та їхню адаптацію до трансформаційних процесів у світовій економіці. Систематизовано фактори внутрішнього та зовнішнього середовища, що впливають на розвиток експортно-імпоротної діяльності підприємств, зокрема економічні, політичні, правові, соціальні, технологічні та організаційні чинники. Розглянуто організаційно-економічний механізм розвитку експортно-імпоротної діяльності, який охоплює управлінські функції, інструменти розвитку, резерви підвищення ефективності та напрями державної підтримки зовнішньоекономічної діяльності. Особливу увагу приділено цифровізації як одному з ключових факторів розвитку експортно-імпоротної діяльності в сучасних умовах. Визначено переваги цифрової трансформації для підприємств, зокрема підвищення ефективності управління бізнес-процесами, покращення взаємодії з партнерами та клієнтами, оптимізацію витрат, прискорення обробки інформації та зміцнення конкурентних позицій на міжнародних ринках. Доведено, що впровадження цифрових технологій сприяє підвищенню результативності зовнішньоекономічної діяльності підприємств і забезпечує їхній стійкий розвиток у довгостроковій перспективі.*

**Ключові слова:** експортно-імпортна діяльність, розвиток підприємства, зовнішньоекономічна діяльність, цифровізація, цифрова трансформація, міжнародна торгівля, конкурентоспроможність, управління розвитком, фактори розвитку, економічна ефективність.

**Problem statement**

The contemporary development of Ukrainian enterprises takes place amid intensified global competition, instability in international markets, wartime challenges, disruptions to international logistics chains, and the rapid advancement of digital transformation. Under such circumstances, ensuring the effective development of export-import activities is particularly important, as it is a key factor in enhancing enterprise competitiveness, expanding market opportunities, and facilitating Ukraine's integration into the global economy. At the same time, enterprises face numerous challenges associated with changing conditions of international trade, increasing risks in foreign economic activity, and the necessity to adapt to new requirements of the global market.

Attention should be paid to identifying effective mechanisms to develop export-import activities in the context of business process digitalization. The implementation of digital technologies creates new opportunities to optimize foreign trade operations, accelerate information exchange, reduce costs, and improve cooperation with international partners. Therefore, an important scientific and practical task is to investigate the factors influencing the development of export-import activities, improve management mechanisms, and determine the role of digital transformation in ensuring the sustainable development of enterprises under contemporary conditions.

The issues of developing enterprises' export-import activities amid globalization, the digital transformation of the economy, and increasing instability in the international environment are among the priority areas of contemporary scientific research. Of relevance are questions related to improving the efficiency of enterprises' foreign economic activity, adapting to global challenges, enhancing international competitiveness, and implementing digital technologies in business processes.

The theoretical foundations of enterprise development, change management, and economic growth are addressed in the works of V. H. Herasymchuk [12], O. V. Raievniva [43], V. S. Ponomarenko [41], D. K. Voronkov, and Yu. S. Pohorelov [9], V. R. Zanora [20], and other scholars. These researchers consider enterprise development a process of qualitative and quantitative changes aimed at improving operational efficiency, ensuring competitiveness, and adapting to the external environment.

A significant contribution to the study of export-import activities of enterprises has been made by I. O. Krasylch [26], L. M. Maliarets,



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V. I. Otenko, and I. P. Otenko [33], L. H. Lypych and A. O. Fatenok-Tkachuk [30], I. I. Koloberdianko and A. O. Karpenko [25]. Their work examines mechanisms for developing foreign economic activity, factors influencing export-import operations, issues in improving the efficiency of the utilization of export-import potential, and directions for enhancing the management of enterprises' international trade activities.

Problems related to the influence of the external environment on enterprise development and foreign economic activity have been studied by V. P. Andryshyn [1], P. O. Hrynko [15], O. V. Knyaz [23], Yu. V. Kovtunencko, A. H. Oleksiichuk, and T. M. Vasalati [24], L. I. Piddubna and O. A. Shestakova [39], G. H. Savina and T. I. Skibina [44]. In the works of these authors, the importance of economic, political, legal, social, and technological factors in shaping the conditions for enterprise development in international markets is substantiated.

A separate line of contemporary research concerns the digitalization of the economy and its impact on enterprise operations. Issues in the digital transformation of business processes are examined by L. Lihonenko, A. Khripko, and A. Domanskyi [29], L. Lazebnyk [28], and V. R. Saiko and H. Y. Luchko [45]. The authors emphasize that the implementation of digital technologies contributes to the automation of managerial processes, cost optimization, acceleration of information exchange, and enhancement of enterprise competitiveness in domestic and international markets. Significant attention to the digitalization of the economy is also given in the Razumkov Center's analytical reports [47].

International aspects of foreign economic activity and international trade development are addressed in the works of B. Seyoum [52], M. Fugazza and A. Molina [50], M. P. Smith [53], M. P. Todaro and M. P. Smith [54], S. T. Jawaid, A. Waheed, and A. H. Siddiqui [51]. Their studies focus on the development of international trade, factors of export competitiveness, conditions for enterprise functioning in global markets, and the impact of global economic processes on foreign economic activity.

At the same time, despite a significant number of scientific publications, issues related to the comprehensive development of enterprises' export-import activities amid the simultaneous influence of global challenges, wartime risks, the transformation of international logistics chains, and the digitalization of business processes remain insufficiently explored. Further scientific substantiation is required for the mechanisms of integrating digital technologies into the management system for export-import activities, as well as for approaches to improving the efficiency of enterprises' foreign economic activity under contemporary transformational conditions.

Despite the considerable number of scientific studies devoted to enterprise development, foreign economic activity, and the digital transformation of the economy, the issues of developing export-import activities under contemporary global challenges remain insufficiently explored. Existing research primarily focuses on specific aspects of export and import management, state regulation of foreign economic activity, and the impact of digitalization on business operations. However, a comprehensive approach to developing export-import activities requires further investigation.

The relationship between digital transformation processes and the improvement of export-import activity efficiency remains insufficiently addressed. Further research is needed to examine the mechanisms for applying digital technologies to optimize foreign economic operations, minimize risks associated with international trade, and enhance the competitiveness of enterprises in global markets.

In addition, further scientific substantiation is required for approaches to developing an organizational and economic mechanism for export-import activities, taking into account the influence of internal and external factors, contemporary challenges in the international environment, and digitalization processes. Insufficient attention has also been paid to ensuring sustainable enterprise development through the integration of traditional foreign economic management tools with modern digital solutions.

### Formulation of the article's objectives

The purpose of the article is to investigate the theoretical foundations and practical aspects of the development of export-import activities of Ukrainian enterprises in the context of global challenges and the digital transformation of business processes, as well as to identify the key factors, mechanisms, and directions for improving the efficiency of foreign economic activity in the contemporary economic environment.

### Presentation of the main research material

The development of export and import activities of industrial enterprises occurs under complex socio-economic conditions that are periodically exacerbated by force majeure events, including wars, recurrent outbreaks of the coronavirus pandemic, and natural disasters. The state regulates export and import activities, and supports them by developing and implementing measures to enhance their growth. One of the key measures involves promoting the development and supporting small and medium-sized enterprises, providing assistance in the support and promotion of the export of goods, works, and services produced by Ukrainian manufacturers, as well as establishing the Export Credit Agency to provide insurance coverage for Ukrainian exports of goods, works, and services, along with other related initiatives.

The challenges of development remain relevant in the modern economy. Wikipedia defines «development» as an irreversible, purposeful, and law-governed change in material and ideal objects [7]. The simultaneous presence of all three characteristics distinguishes development processes from other types of change, namely reversible changes, random transformations, and changes that occur without a guiding principle. As a result of development, a new qualitative state of an object emerges, differing in its composition, structure, form, and content (Fig. 1). The ability to develop is a general property of matter and consciousness. A significant characteristic of development processes is time: first, development takes place in real time; second, only time reveals its direction. The concept of «development» should not be equated with the concept of «progress», although the latter is considered one of its evaluation criteria.

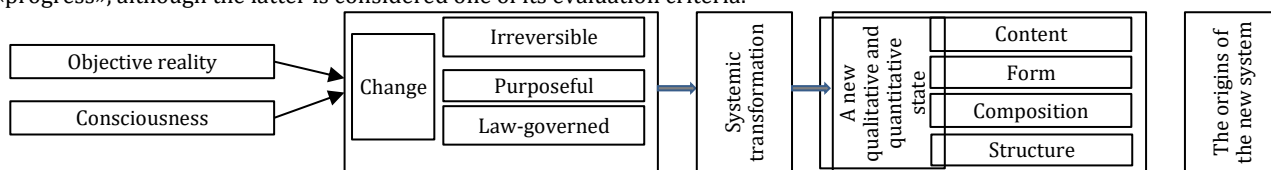


Fig. 1. Main components of development transformation

Developed by the author based on [3, 6, 8, 9, 14, 22, 31, 34]

The main characteristics of development processes are reflected in the content of the fundamental laws of dialectics, namely the unity and struggle of opposites, the transition of quantitative changes into qualitative ones, and the negation of negation. Therefore, in modern conditions, development should be understood as an irreversible, purposeful, and law-governed qualitative and quantitative transformation of material and ideal objects, which is characterized by transformational processes.

It is important to emphasize the distinction between development and development transformation. Transformation occurs at certain stages of development and represents a systemic change, driven by internal or external factors, that leads to the emergence of a new system and the formation of new qualitative characteristics [14, 22, 34].

Economic development problems are closely related to the concept of economic development. Economic development is defined as the expansion of reproduction and the gradual, positive qualitative and structural changes in the economy, productive forces, education, science, culture, the standard of living, and quality of life of the population, and human capital. Economic development encompasses the evolution of social relations; therefore, it proceeds differently under specific historically formed conditions of technological structures and systems of the distribution of material wealth.

Economic development is a continuous process aimed at improving the quality of human life and expanding opportunities for increasing living standards, self-esteem, and individual freedom. It reflects not only quantitative economic growth but also qualitative transformations that contribute to the sustainable development of society and the improvement of socio-economic conditions.

The study of economic development is one of the relatively recent areas of research in economics and political economy. Adam Smith is considered one of the first «development economists», and his work «The Wealth of Nations», published in 1776, is regarded as one of the earliest systematic studies addressing the issues and processes of economic development in various regions, including Africa, Asia, and Latin America.

In his book «The Theory of Economic Development», Joseph Schumpeter introduced a distinction between economic growth and economic development, defined the essence of different types of innovation, and provided a classification of them. Schumpeter explained the difference between growth and development by using the following analogy: «By placing as many mail coaches as one wishes in a row, one will never obtain a railway» [48]. Economic growth represents quantitative changes, namely an increase in the production and consumption of the same goods and services (for example, mail coaches) over time. In contrast, economic development entails positive qualitative changes, including innovations in production processes, products, services, and management systems, as well as in the economy.

A well-known researcher in economic development, Smith M. P., emphasizes that economies and economic systems, particularly in developing countries, should be considered from a broader perspective than traditional economic theories. They should be analyzed within the framework of a country's overall social system and in international and global contexts, while recognizing that social systems are characterized by interdependent relationships between economic and non-economic factors [53, 54].

Furthermore, the researcher highlights that solving problems aimed at achieving development represents a complex task. Growth in national production, improvement of living standards, and expansion of employment opportunities depend not only on the management of strategic economic variables, such as savings, investment, product prices, production factors, and foreign exchange rates, but also to an equal extent on local historical conditions, social expectations, values, incentives, attitudes, beliefs, institutional frameworks, and power structures within both domestic and global societies.

The economic development of society is a multifaceted process encompassing economic growth, the emergence of innovative economic sectors and venture businesses, structural transformations in the economy, increased labor productivity, and improvements in the population's quality of life. The effectiveness of development processes is largely determined by the efficiency of state economic regulation, as well as by the effectiveness of the state itself and its institutions.

The modern concept of change management developed by Norbert Thom includes the following components of regulation and management: economic factors (for example, increases or decreases in taxation, accession to the World Trade Organization, market globalization, and other factors); technological factors (modernization processes and the implementation of advanced technologies); political and legal factors (positive changes in legislation); socio-cultural factors (morality, ethics, culture, changes in the system of values, and targeted social support); and physical-environmental factors (climatic conditions and environmental aspects) [9].

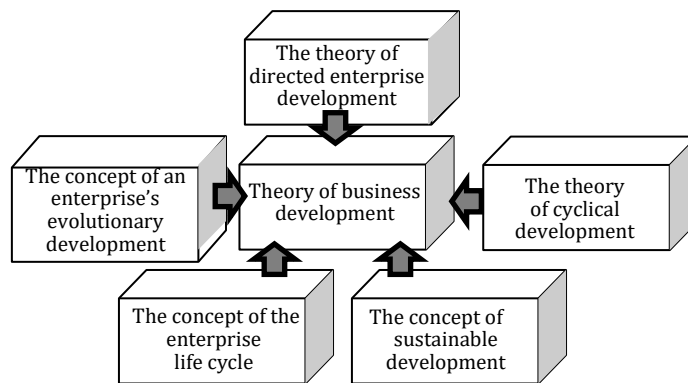
Various models of economic development are known worldwide, including the models of Germany, the United States, China, Southeast Asian countries, Russia, Japan, and other states. Despite their diversity and national characteristics, these models share common patterns and parameters that characterize the development process. Common features of all countries with growing and developing economies include an increase in the value and quality of human capital through substantial investment and effective reproduction, a reduced level of corruption, efficient governance, a developed innovation system, high economic competitiveness, stable long-term growth of GDP and GNI, and improvements in the quality of life of the population.

At the same time, all successful economies worldwide are characterized by cyclical economic development, which includes periods of decline, crises, and long-term growth. Such cyclical patterns are considered a natural feature of economic dynamics and reflect the interaction between internal and external factors influencing economic systems.

Researchers pay considerable attention to enterprise development issues [8, 9, 12, 20]. The theoretical foundations of enterprise development traditionally include the theory of directed enterprise development, the theory of cyclical development, the enterprise life cycle concept, the concept of evolutionary enterprise development, and the concept of sustainable development (Fig. 2).

Within the theory of directed enterprise development, development is understood as a sequence of transitions from one state of internal and external equilibrium to another, more advanced qualitative state, influenced by various factors and circumstances. The theory of cyclical enterprise development is based on the works of Kondratiev N. D. and other scholars, who associate development with a cyclical spiral movement from one crisis phase to another, guided by the criterion of economic efficiency, influenced by internal and external factors, and accompanied by a transition to a new qualitative level.

Within the concept of enterprise life cycles, development is associated with the stages of an enterprise's life cycle. The following stages of development are distinguished: nurturing, infancy, childhood, adolescence, prime, stabilization, aristocracy,



**Fig. 2. The fundamental basis of enterprise development theory.** Developed by the author based on [3, 6, 8, 9, 12, 13, 16, 19, 20, 21, 27, 31, 38, 41, 42]

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early bureaucracy, and bureaucracy. The concept of evolutionary enterprise development, developed by L. Greiner, considers organizational growth and development as an evolutionary transition through the stages of entrepreneurship, collectivism, delegation, formalization, and collaboration. The transition to each subsequent stage occurs through a crisis.

According to the concept of sustainable development, a country's development is linked to the functioning of its economic system, which simultaneously ensures the satisfaction of the growing material and spiritual needs of the population, the rational management of resources, and environmentally sustainable economic activity. Within this concept, sustainable development is viewed as economic growth achieved by solving society's most significant problems.

Among the problems of enterprise development requiring immediate attention, the development of export and import activities of industrial enterprises occupies a significant place.

Krasilich I. O. conducted a detailed study of the problems related to the development of export and import activities of machine-building enterprises. The researcher specified mechanisms for developing export and import activities, classified development factors and reserves, and improved approaches to forming information support for monitoring the mechanisms of export and import activity development [26]. She substantiated that the development of export and import activities is determined by conflicts of interest between enterprise owners and employees, subjects of managerial and controlled subsystems of management, as well as between enterprises and consumers.

The components of the enterprise development model through the perspective of export and import activity include enterprise owners and managers, development objectives (achieving expected profit through ensuring product competitiveness), and a development vector consisting of an internal vector (internal capabilities, including production diversification and specialization, labor costs, and prices) and an external vector (external opportunities, including labor costs and prices for exported products and imported raw materials, materials, semi-finished products, and other resources).

The development mechanisms include professional-sequential, process-parallel, and combined approaches. The researcher defines the mechanisms of export and import activity development as a set of managerial decisions and conditions for their implementation that, under the influence of managerial initiatives by enterprise managers, enable the achievement of development objectives by ensuring the competitiveness of enterprise products. However, the specific content of these mechanisms is not fully specified. Therefore, it is appropriate to consider an organizational and economic mechanism for the development of export and import activities, comprising two components: economic and organizational.

The economic component includes an assessment of internal capabilities, pricing policy, financial condition, assortment policy, and other economic functions. The organizational component includes identifying opportunities to attract investment for export and import activities, establishing an organizational management structure, identifying and evaluating target markets, coordinating activities, negotiating, and concluding contracts [26].

It should be noted that these and other researchers share a common view that the development of export and import activities of industrial enterprises is significantly influenced by factors of both the external and internal environment. Internal factors affecting export and import activities include the complexity of export and import operations, formalization of foreign economic relations, centralization of management of intra-organizational relations, and management standards for export and import operations [35, 36].

External factors influencing export and import activities include the strategy of organizing export and import supplies, the scale and scope of foreign economic activity, the intensity of competition in export and import markets, and the implementation of advanced technologies in export and import operations. Special factors affecting export and import activities include the effectiveness of state regulation, the pace of digitalization in export and import operations management, the development of institutional management infrastructure, the level of import dependence in the domestic market, and the ability to establish import-substitution mechanisms [4, 37].

Koloberdyanko I. I. and Karpenko A. O. consider that the main ways to improve Ukraine's export and import activities include the development of export financing and insurance mechanisms with state participation, as well as providing state guarantees for export credits; coordination of foreign economic activity measures with the objectives and tasks of national development programs; obtaining support from Ukrainian business communities for implementing joint export promotion initiatives; introducing digitalization tools into the management system of export and import activities at the enterprise, regional, and national levels; intensifying the promotion of Ukrainian export products in foreign markets; and protecting the interests of domestic exporters abroad [25].

Thus, summarizing the conclusions of leading scholars regarding the development of enterprise export and import activities and their management, Fig. 3 presents a conceptual model of this development.

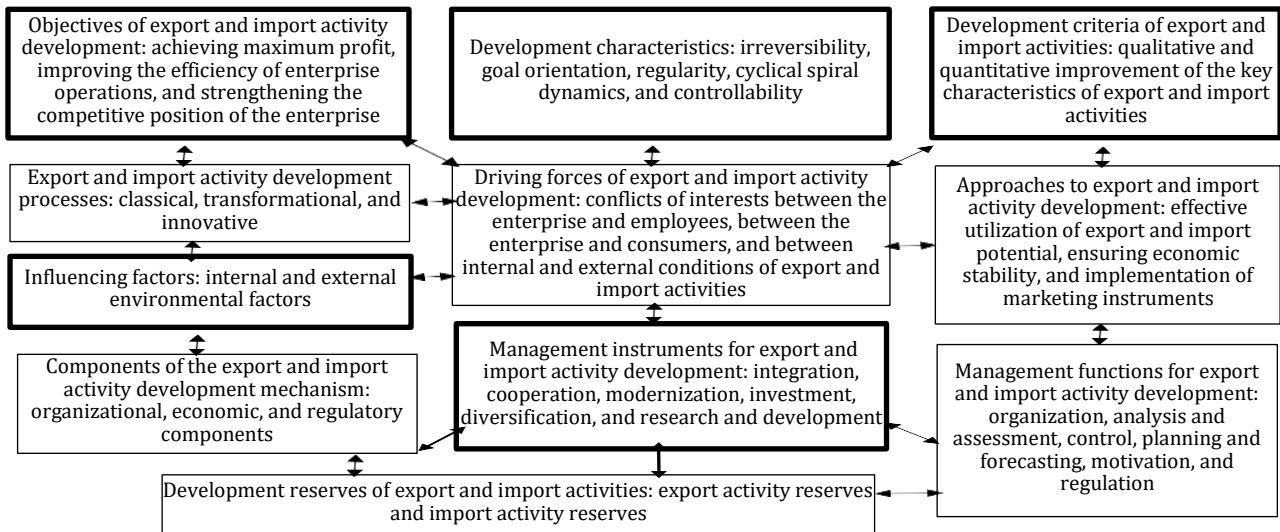
Many scholars classify external environmental factors to include elements of the external microenvironment, the content of which is reflected in state support, participation in global economic associations, and the implementation of governmental international marketing research. Table 1 presents a list of factors influencing the development of enterprises' export and import activities under contemporary conditions.

It should be noted that in today's context, digitalization is an important factor in the development of not only Ukraine's economy but also the global economy [29]. Digitalization permeates all spheres of activity, and scholars studying its implications argue that, in Ukraine, it should be introduced primarily in education, culture, healthcare, public services, and marketing. However, its implementation in the economy provides significant advantages, such as improved interaction with customers, substantial savings of resources and time, enhanced image and competitiveness, optimization of communications, full informatization, transparency of operations, and increased business mobility, all of which contribute to overall efficiency growth [45, p. 112].

Researchers from the Razumkov Center identify a key advantage of the digital economy over the traditional one: the ability to automatically manage the entire system (or its individual components) and to achieve virtually unlimited scalability without loss of efficiency. This enables a significant increase in the effectiveness of economic management (economic activity and national resources across various sectors) at both micro- and macroeconomic levels. At the same time, scholars emphasize that the digital economy is not limited to separate industries or IT companies, but rather represents the entire existing economy, including traditional sectors and companies (manufacturing, agriculture, construction, transport, etc.), which under the influence of digital transformation, driven by technological evolution, are revolutionizing their production and business processes and gaining new opportunities for productivity and efficiency growth [15, p. 36].

To accelerate digitalization in industrial enterprises, it is necessary to promote the adoption of scientific and technological innovations, the implementation of digital technologies, and the full transition of information to a digital format. Enterprises that rapidly adopt digitalization components gain competitive advantages, such as delivering additional value

through high-quality customer service, maintaining strong client communication, and reducing costs through process automation [47, p. 46].



**Fig. 3. Conceptual model of enterprise export and import activity development**

Developed by the author based on [4, 6, 9, 16, 20, 21, 25, 26, 27, 35, 36, 40, 43, 49, 50, 51, 52]

**Table 1. Factors influencing the development of export and import activities of domestic enterprises**

Factor name	Factor content	Scholars who identified the factors
<b>Factors of the external microenvironment</b>		
Legal and regulatory factors	- licensing of certain types of exported products; - level of development of the legislative framework; - alignment of Ukrainian legislation with EU legal requirements	Havrylichenko O.V. [10, 11]; Lypych L.H., Fatenok-Tkachuk A.O. [30]; Maliarets L.M., Otenko V.I., Otenko I.P., Dorokhov O.V., Fatianov D.V. [33]
Economic factors	- development of credit and insurance systems; - efficiency of the banking system; - investment in export-oriented industries; - prices for resources in the domestic market; - competition among domestic producers; - aggressiveness of foreign and Western companies; - competitiveness of products in the domestic market	—
Social factors	- bureaucracy; - uncertainty regarding economic stability in the country; - lack of national awareness; - lack of motivation for producing high-quality products	—
Technical factors	- level of development of the logistics system; - advances in communication technologies; - interoperability of information systems; - possibility of relocating production between countries	—
<b>Factors of the external macroenvironment</b>		
Political factors	- wars and military conflicts; - political reforms; - economic blockades; - internal social conflicts (strikes); - state of foreign economic relations	Andryshyn V.P. [1], Proskurina N.V. [2], Velyka O.Yu. [5], Hrynko P.O. [15], Dunda S.P. [16], Knyaz O.V. [23], Kovtunenکو Yu.V., Oleksiichuk A.H., Vasalii T.M. [24], Krasilich I.O. [26], Lazebnak L. [28], Pidubna L.I., Shestakova O.A. [39], Ponomarenko V.S., Pidubna L.I. [41], Savina H.H., Skibina T.I. [44], Fatianov D.V. [46]
Legal and regulatory factors	- features of the mechanism of trade and economic relations with foreign partners; - need for licensing of certain types of products; - non-tariff barriers to imported products; - compliance of products with international standards; - interchangeability of components	—
Economic factors	- tariff and non-tariff barriers; - monopolies on exported products in importing countries; - high level of competition; - favorable investment climate; - payment deferrals; - need for production cooperation; - high level of product marketing	—
Natural and climatic factors	- natural disasters; - seasonality of products; - mismatch between climatic conditions and exported products	—
Socio-psychological factors	- national mentality; - national business stereotypes; - manifestations of national culture; - long-term existence of market relations; - adaptability of enterprises to market conditions; - high level of marketing research; - experience in foreign economic activity	—
Technological factors	- high level of production technologies; - modern automation tools; - high level of information technologies	—
<b>Negative factors</b>		
Political factors	- war in the country; - suspension of cargo transportation across the contact line by rail and road within Donetsk and Luhansk regions	Export Strategy of Ukraine [18], Hrynko P.O. [15], Fatianov D.V. [46], Maliarets L.M.
Economic factors	- decrease in demand for Ukrainian products; - unfavorable price conditions in international markets; - deterioration of the financial condition of domestic enterprises; - lack of access to credit resources, leading to the import of cheap raw materials and supplies; - increase in production costs of domestic products; - absence of an export promotion system; - significant raw-material orientation of Ukrainian exports; - strong dependence of domestic enterprises on foreign sales markets; - unresolved legislative issues regarding VAT reimbursement; - imperfection of currency, customs, and tax regulation	Otenko V.I., Otenko I.P., Dorokhov O.V., Fatianov D.V. [33]

At the same time, digitalization also has certain negative aspects, as noted by scholars and practitioners. These include the vulnerability of computer networks and the lack of sufficient guarantees for the protection of valuable commercial information, dependence of enterprise operations on the quality of computer equipment and communication networks (in case of failures, operations may be disrupted), and the risk of losing valuable information [28, p. 72].

### Conclusions and prospects for further exploration

Digitalization processes have a particularly strong impact on enterprises engaged in export and import activities. In conditions of limited resources and economic capacity, the implementation of digitalization in export-import activities offers broad opportunities to improve efficiency. An analysis of the advantages of economic digitalization and the main factors influencing export-import activities leads to the conclusion that digital transformation can address many of the current challenges faced by enterprises in this field.

Since, according to the systems approach, efficiency is considered an indicator of system development and its key driving force, and is associated with practice and characterizes the intensity of results of functioning processes, reflecting deep improvement processes occurring in all system elements, as well as the appropriateness of the existing structural composition, digitalization of the economy becomes an integral part of the system of key factors influencing the development of export-import activities.

### Література

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