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Readiness of Ukrainian business for digital transformation: drivers and barriers

Abstract: The article presents the results of a study of Ukrainian business readiness for digital transformation. It is determined that digital changes are inevitable, and in order to choose the right direction of transformation, it is necessary to assess the level of readiness of the enterprise for such changes. An analysis of company cases, as well as research and surveys, has identified the key factors that drive transformation, as well as barriers to its implementation. One of the main areas of transformation is organizational change, which, unfortunately, is often underestimated by companies that focus more on technological aspects. Organizational transformations include digital culture, leadership and leadership competencies, business models, strategies, management, human resources, and communications. Studies have shown that most Ukrainian enterprises are not ready for disruptive digitalization, and the main reason is the mismatch between strategic goals and current tasks of companies, as well as between the organizational structure and business model that do not meet the requirements of digital change. Assessments of the digital readiness of enterprises in Ukraine often do not coincide with user assessments, which indicates the imperfection of existing assessment methods and points to the potential for development. It was found that Ukrainian enterprises are not aware of the global opportunities for digital transformation and are not ready to integrate into the international digital space. The key reason for this is their lack of readiness for open innovation, which is the basis of digital change. The results obtained are of scientific and methodological importance and will help to clarify and expand the base of methods for assessing the digital readiness of enterprises, and from a practical point of view, will help to choose the directions of digital transformation and develop strategic plans.

Keywords: *business, digital transformation, digital readiness, digital production, digital economy, business model, organizational transformation.*

JEL Classification: L86, M15, O33.

Formulas: 0; Figures: 3, Tables: 2.

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Introduction. The Digital Development Program for 2021-2025 has paved the way for Ukrainian businesses to move to a new level of digitalization [1]. This process should become the basis for a digital breakthrough. It is planned that by implementing digital transformations and creating competitive advantages in this area, the country will be able to join the group of the world's leading economies in 15-20 years.

Although Ukraine is not yet among the leaders in terms of the level of digitalization, the share of the digital economy in GDP, the adoption of modern technologies, and minimizing the technological gap, the dynamics of digital change and the rate of economic growth driven by digitalization over the past 3-5 years have demonstrated real potential for achieving the country's strategic goals.

The key driver for transformation is the need to remain competitive in both domestic and international markets. Ukrainian enterprises face a lack of investment in the acquisition of assets, including digital ones, and insufficient adoption of new technologies, even as the volume of intellectual resources grows. However, the low level of their commercialization increases the technological gap and limits the possibility of creating unique products, including digital ones.

In addition, during the war, Ukraine's economy incurs high costs associated with overcoming market and administrative barriers, as well as establishing business contacts with partners and consumers. As a result, the threat of losing competitive positions is growing. In such circumstances, digital disruption, although significantly complicated, is a critical step to overcome the crisis and ensure sustainable development.

Literature review. The study of digital transformation has gained significant traction in academic and practical domains. Various researchers highlight that digital transformation is not merely the adoption of new technologies but a fundamental shift in business models, organizational structures, and operational processes [11]. The stages of digital business transformation encompass initial digital awareness, technology adoption, and full-scale digital integration [12].

The digital readiness of enterprises has been analyzed in numerous international studies, where a strong correlation between digital maturity and competitiveness has been observed [8]. Enterprises with higher digital capabilities demonstrate better adaptability, cost efficiency, and customer engagement [6]. Furthermore, fostering a digital culture within organizations is essential for successful digital transformation [7].

However, the Ukrainian context presents unique challenges. While Ukraine has demonstrated substantial progress in developing digital infrastructure, enterprises still struggle with implementing digital business models effectively [9]. The primary barriers include insufficient investment, regulatory uncertainties, and a lack of digital competencies among employees.

Overall, the literature suggests that the digital transformation of Ukrainian businesses is a multifaceted process influenced by economic conditions, technological advancements, and strategic management decisions. While progress has been made, substantial gaps remain in digital preparedness, necessitating a structured approach to fostering digital transformation.

Purpose, objectives, and research methods. This study aims to assess the readiness of Ukrainian businesses for digital transformation by identifying key drivers and barriers to its implementation. The research focuses on analyzing the current state of digital transformation, exploring the challenges that hinder enterprises from adopting digital models, and comparing companies' self-assessments with external evaluations. The study employs a mixed-method approach, incorporating qualitative and quantitative analysis. Primary data was gathered through expert surveys and case studies, while secondary data was sourced from government reports, international studies, and academic research. The methodology is based on an evaluation framework that considers digital drivers such as human capital, technological infrastructure, and innovation potential, along with economic factors including business model complexity and resource utilization.

Research results. The main incentive for transformation is always the desire to increase business margins, optimize energy efficiency and reduce operating costs. The use of digital technologies and modern management approaches provides enterprises with an average increase in profitability by 26% compared to competitors [2].

The peculiarity of the modern digital era is that the digital environment is becoming a driving force for the development of enterprises, directly stimulating them to change. Companies are integrating into value chains and business models of their partners through open innovation, network technologies and new organizational approaches. This is leading to the virtual disappearance of physical borders, which are being replaced by virtual ones, creating unprecedented opportunities for collaboration and scaling.

To determine the directions of transformation, enterprises should assess the level of technical and technological readiness, as well as the readiness for changes in business processes and approaches to their management. In global practice, the assessment of the digital potential of countries is based on two main criteria: 1) availability of digital drivers and 2) production and economic potential [3].

Digital drivers include the following key components: human capital, technology and innovation, infrastructure, access to global markets and investment, sustainable resource supply, and domestic demand. Indicators of economic potential include the scale and complexity of production, as well as the level of structural interconnection between economic sectors.

The combination of these criteria allows us to create a matrix for assessing the readiness of countries or enterprises for the transition to the digital economy (Figure 1). This approach provides a more comprehensive understanding of the key elements that determine the success of digital transformation.

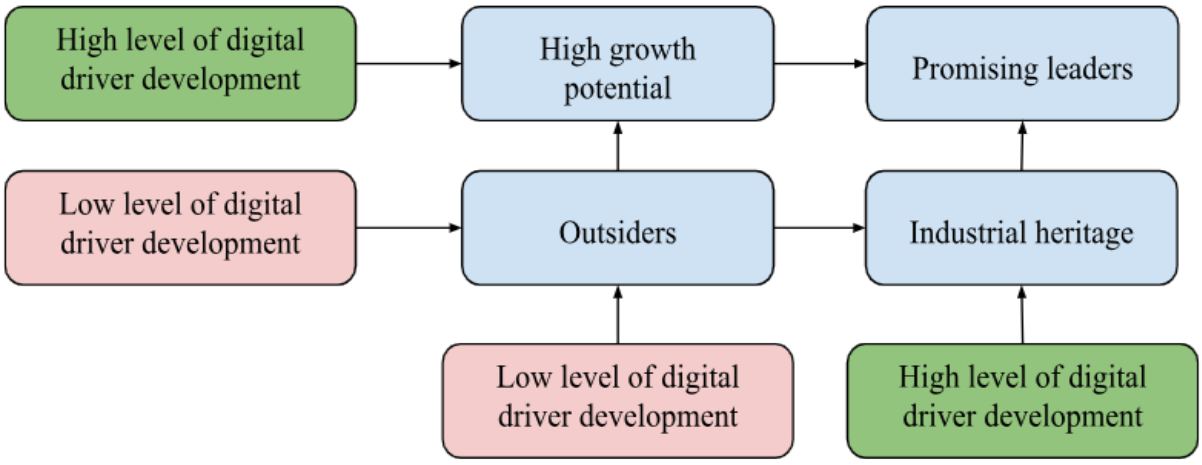

Figure 1. Matrix for assessing readiness for the transition to the digital economy
Source: Complied by the authors

The matrix can be divided into four main groups of countries depending on the level of economic potential and digital development drivers:

- Promising Leaders: countries that demonstrate a high level of economic potential combined with significant development of digital drivers, which ensures their leading positions in the global economy.
- Industrial heritage: countries with strong economic potential, but with average or low digital development indicators, indicating insufficient use of digital opportunities.
- High Growth Potential: countries with well-developed digital drivers, but characterized by small scale and insufficient complexity of production, which limits their competitiveness.
- Outsiders: countries that have either lost their economic potential or are in the initial stages of economic development, including a low level of digital transformation.

This division allows us to assess the strengths and weaknesses of each group and set priorities for economic reforms and digital transformation.

According to the global assessment, Ukraine belongs to the group of countries with high growth potential, as it has made significant progress in the development of digital drivers. However, the low complexity and scale of production, as well as the underdevelopment of digital business models, limit its ability to integrate into the digital economy. This status indicates both prospects and challenges for building a sustainable economic development strategy.

The potential for business development in Ukraine during the war and in the post-war period largely depends on its status as a country with high growth potential. This status implies the existence of key drivers of digital development, such as human capital, innovative capabilities, developed infrastructure, and the desire to integrate into the global economy. In the context of war and post-war reconstruction, these factors can contribute to the restoration and acceleration of economic development through the following aspects:

1. Human capital development. During the war, Ukrainian business has demonstrated flexibility and adaptability. Many companies are already investing in staff development, new digital technologies and management methods. After the war, the preserved human potential, combined with a significant level of technological literacy, will be a key asset for economic recovery.

2. Innovation and digitalization. The war has accelerated the digital transformation of many industries in Ukraine. The development of such areas as remote work, electronic document management, online platforms, and fintech will provide the foundation for post-war recovery and integration into global value chains.

3. The scale and complexity of production. Although these indicators are currently relatively low, the postwar economic recovery will create an opportunity to reconstruct industrial and production facilities with the introduction of modern technologies. This will help to increase the scale of production and create integrated innovation ecosystems.

4. Support from international partners. Ukraine already enjoys the support of international donors who are actively investing in digital transformation, infrastructure projects, and business recovery. This support can become the basis for integration into global markets.

5. Use of open innovations. After the full-scale invasion, Ukrainian business began to actively interact with international partners, which opens up prospects for attracting investment, integrating into European markets, and introducing new technologies.

During the war, business in Ukraine has been adapting to the difficult conditions, which shows its high resilience. In the post-war period, the potential of digitalization and innovation will be a catalyst for economic recovery and increased competitiveness in domestic and international markets. The key conditions for success will be the efficient use of human and intellectual capital, the digitalization of production processes, and government support in the areas of regulation and investment.

Most Ukrainian industrial enterprises are at the “zero” stage of development, which is a critical point when the choice of strategy and business model determines their future path – either to the group of leaders or to outsiders. At the same time, there is an uneven development both between individual industries and between enterprises within the same industry, which should be taken into account when formulating digital transformation programs.

In order to prioritize digital transformation, it is important to clarify the meaning of terms such as “digital economy” or “Industry 4.0”. Among the many existing interpretations, it is advisable to pay attention to the following: “Industry 4.0 is an integrated, adaptive, optimized, service-oriented and interdependent production process based on the use of algorithms, big data and modern technologies” [4].

Digital production can be defined as “a new level of enterprise functioning that includes the introduction of digital technologies at all stages of product creation: from its development, design of

production technologies and preparation for release, to production itself and subsequent maintenance" [3].

Digital transformation should be understood as a multifaceted process that goes beyond the simple application of modern technologies. It initiates radical changes in business models, products, services, and internal processes that can jeopardize the very existence of a company. This process requires not only mastering the latest technologies, but also new approaches to thinking, doing business, creating new roles, developing skills, restructuring organizational structures and operating models, and being ready to adapt to the rapid pace of change.

To achieve rapid innovation and technological advantage based on modern end-to-end technologies, it is important to assess your own resources and competencies to implement these digital solutions in your production activities. In other words, before determining the direction of travel, you need to understand your current position. This articulates the importance of assessing the level of digital maturity, which is becoming an objective necessity for companies. In a general sense, digital maturity can be viewed as a comprehensive indicator that characterizes the level of development of an organization in terms of the use of digital technologies and solutions.

To assess their readiness for digital transformation, innovation-oriented enterprises need to analyze the current state of the application and potential of digital technologies. To this end, government agencies, leading consulting and analytical companies have developed methods for assessing digital maturity. The methods used allow for the creation of reports based on the results of surveys of managers and employees of companies of various sizes, as well as representatives of government agencies.

In general, the process of assessing the level of readiness for digital transformation can be represented through the IDEF0 standard (Fig. 2).

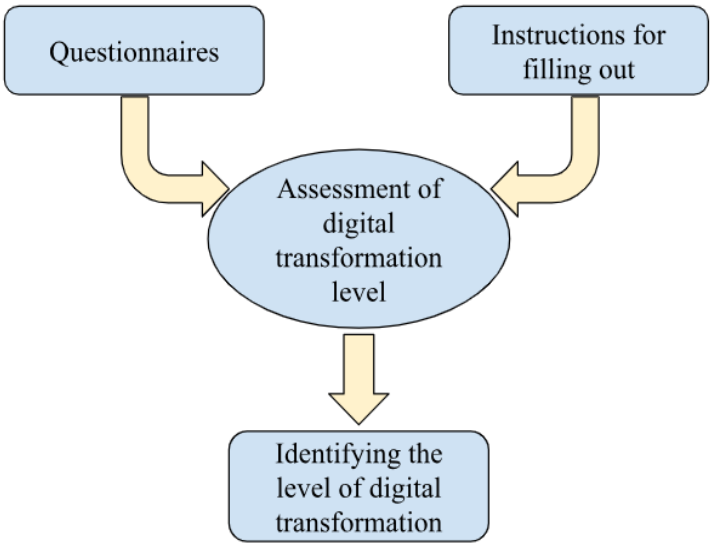

Figure 2. Model for assessing the level of digital transformation
Source: Complied by the authors

Modern methods for assessing the level of digital maturity are constantly being improved, taking into account the specifics of the studied economic agents and the need for their adaptation to changing business environment.

The study allows to determine the methodological principles for assessing the overall level of digitalization of innovation-oriented companies, taking into account the multilevel relationship between the indicators of their digital potential and maturity. The criteria of digital potential determine the main indicators of digital maturity. As a result, the analysis of the digital potential and maturity of an enterprise covers five key components (Fig. 3).

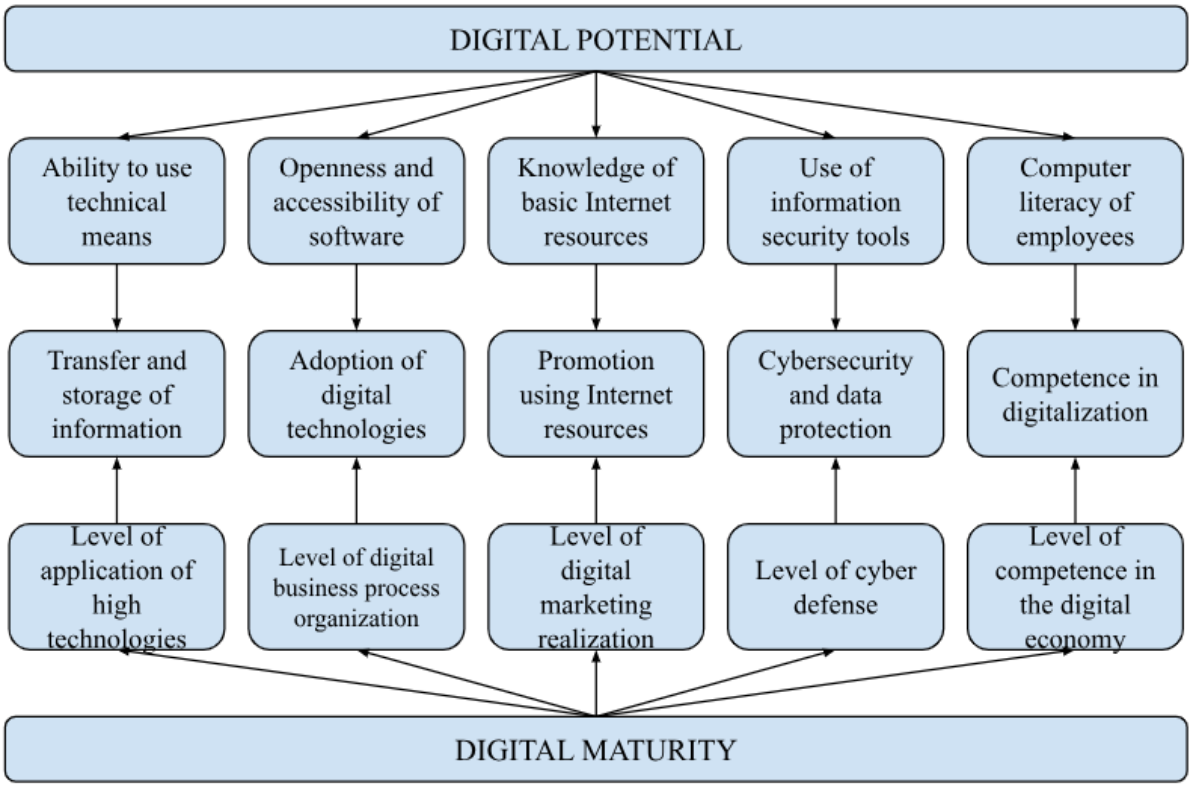

Figure 3. Analysis of digital potential and maturity of the enterprise
Source: Complied by the authors

In general, the tasks of assessing the digital potential and maturity of innovation-oriented companies include:

- assessment of the system of information transmission and storage at the enterprise;
- analysis of the level of use of digital technologies in the company under study;
- assessment of the manufacturability of marketing processes in the context of innovation in the digital space;
- study of the system of physical information security and Internet protection at the enterprise;
- assessment of the qualifications of employees and management in the context of digitalization of business processes.

The methodology is based on an expert survey. The comparison method allows to form a ranked system of indicators. To this end, 100% should be taken as full implementation of digitalization in the process, 0% as a complete absence of the parameter. At the same time, the questionnaires for determining digital potential and assessing digital maturity use a 10-point system. The result, expressed as a ratio of criterion values, reflects compliance with the ideal, absolute situation. As a result, the scoring method will allow for a system of comparison with an accepted standard.

In this article, based on the analysis of enterprise cases, expert opinions published in scientific studies, and the results of numerous surveys, the key problems of digital transformation of Ukrainian business have been identified. The assessment of enterprises' readiness for digital change is based on the requirements of the digitalization program roadmap, which defines five main areas that form the basis for the further development of digital technologies: 1) infrastructure, 2) information security, 3) human resources and education, 4) regulatory framework, and 5) research and development.

The sample included companies from “traditional” industries and high-tech startups. This approach to sampling was aimed at solving two problems. On the one hand, the segment of high-

tech startups represents companies of the new economic order that have the opportunity to benefit from the transition to the digital economy and contribute to the development of digital technologies. On the other hand, businesses in traditional sectors face great difficulties in transitioning to a new digital model, which can slow down the process of digital transformation.

The following conclusions were drawn as a result of the study (Table 1).

Table 1. Assessment of the level of digital readiness of Ukrainian business in line with the requirements of the digital economy program

Focal point	Evaluation results
Infrastructure for digital technologies	1) More than 73% of entrepreneurs in traditional companies and 92% in high-tech startups have access to broadband Internet that meets international standards.
	2) The use of data storage and processing services differs significantly: in traditional companies, this figure is much lower than in startups.
	3) Mobile Internet is used by 54% of traditional businesses and 87% of high-tech startups, while 35% and 67% respectively use servers and data centers, and cloud services – 26% and 68%. These figures are not in line with international trends.
Level of business digitalization	1) 63% of traditional companies and 81% of startups have an online presence.
	2) Less than half of the companies have full-fledged websites (46% of traditional and 59% of high-tech companies).
	3) Less than 38% of companies have social media pages or use digital channels for communication (26% of traditional businesses and 45% of startups). This data lags behind global trends.
Level of business process automation	1) Electronic document management is used by 66% of traditional companies and 72% of high-tech startups.
	2) Non-specialized solutions are used to automate business processes, and the share of complex IT solutions does not exceed 30%.
Human capital development	1) The level of digital skills of employees is below average.
	2) Ukraine pays insufficient attention to digital training.
	3) High-tech startups actively implement educational programs in this area in 35% of cases.
Information security	1) Less than 25% of companies have faced information attacks that resulted in financial losses.
	2) More than 32% of respondents assess information security as a high threat, but many companies lack effective technologies to protect against attacks.
Digital state: services and regulation	1) 58% of companies in traditional industries and 67% of startups use government e-services.
	2) The assessment of positive experience with electronic services is 38%, while 5-6% consider this experience negative.

Source: Complied by the authors

The study found that most Ukrainian companies are not ready for the digital economy. The main problem area for both groups of companies is the low level of human capital and infrastructure development for digital transformation. One of the main shortcomings of the study is the lack of an assessment of the readiness of the organizational structure of enterprises, the quality of strategies and business models that can support digital transformation.

With the difference in the use of information technology between the industrial sector and the leaders in this area, such as banks, telecommunications companies, and the oil and gas industry, the situation is gradually changing. However, despite some narrowing of this gap in recent years, the pace of change is not sufficient to ensure a significant breakthrough in the country's productive capacity

Table 2 presents the opinions of experts, entrepreneurs, and management of companies transitioning to digital business models on the main challenges and directions of digital transformation.

Table 2. Opinions of experts and entrepreneurs on assessing the readiness of Ukrainian business for digital transformation

Category	Experts' opinions	Entrepreneurs' opinions
General business readiness	Most Ukrainian businesses need significant changes to adapt to the digital economy. More investment in infrastructure and digital skills is needed.	Entrepreneurs indicate a high level of interest, but note a lack of adequate government support and insufficient development of digital infrastructure.
Infrastructure and technology	The development of infrastructure for digital technologies remains a major challenge, especially in traditional industries.	Many businesses are trying to implement new technologies, but often face problems with access to the necessary infrastructure and digital resources.
Human capital and education	The need to develop digital skills at all levels is one of the main challenges limiting the ability to transform rapidly.	Entrepreneurs admit that staffing issues are one of the main barriers to digitalization, especially in traditional industries.
Regulation and legal environment	Experts point out the need for clearer legal support and new regulations to govern the digital economy.	Businesses emphasize the need for stable and clear rules for digital transformation, including data protection legislation and regulation of new technologies.
Adaptation to new business models	Moving from traditional to digital business models is essential to the success of transformation, but not all companies are ready for change.	Most entrepreneurs say that the transition to new business models is a difficult process, but it is necessary to make changes to stay competitive.

Source: Complied by the authors

Table 2 demonstrates the diversity of opinions among experts and entrepreneurs on the readiness of Ukrainian businesses for digital transformation, pointing to several key aspects.

1. Overall business readiness:

Experts point out that most Ukrainian businesses need significant changes to adapt to the digital economy, emphasizing investments in infrastructure and digital skills. At the same time, entrepreneurs indicate a high interest in digitalization, but note a lack of support from the state and insufficient infrastructure for effective implementation of changes. This indicates a gap between the interest in digitalization and the real opportunities for its implementation.

2. Infrastructure and technology:

Both sides recognize the importance of developing digital infrastructure, although entrepreneurs note that they often face difficulties in accessing the necessary technologies. This may be the result of unstable infrastructure in the country or high costs of implementing new technologies for SMEs.

3. Human capital and education:

The importance of developing digital skills is confirmed by both groups. Experts point to the need to invest in human capital, as the lack of skilled workers limits the ability of businesses to digitally transform. Entrepreneurs also emphasize that staffing issues remain a major barrier, especially for companies in traditional sectors.

4. Regulation and legal environment:

Experts and entrepreneurs agree that a clear and stable legal framework is necessary for successful digital transformation. Entrepreneurs emphasize the importance of creating a legal environment that supports the development of new technologies and the digital economy.

5. Adaptation to new business models:

Experts emphasize the importance of transitioning from traditional to digital business models, but not all businesses are ready for such changes. Entrepreneurs recognize the complexity of this process, but agree that this transition is necessary to ensure competitiveness.

Despite the high interest and willingness of enterprises to engage in digital transformation, the main challenges remain underdeveloped infrastructure, human resource constraints, and lack of clear legal support. For successful digitalization, it is necessary to focus on human capital development, infrastructure support, and the introduction of a stable legal environment. In addition,

it is important to provide more active support from the government to facilitate the transition to digital business models.

Discussion. The findings of this study reveal that digital transformation in Ukrainian businesses remains a complex and multidimensional challenge. While enterprises recognize the necessity of digitalization, the approach to its implementation is often inconsistent, lacking a strategic and holistic perspective. Many businesses concentrate on individual technological upgrades without aligning them with broader organizational changes, which results in fragmented digital adoption.

One of the key issues observed is the uneven pace of digital transformation across industries. Sectors such as finance and telecommunications are relatively advanced in adopting digital tools, while manufacturing, agriculture, and retail lag behind due to insufficient investment, infrastructural limitations, and resistance to change. This disparity suggests that sector-specific strategies are needed rather than a one-size-fits-all approach to digitalization.

Additionally, organizational inertia and risk aversion remain significant barriers to digital transformation. Many Ukrainian businesses still operate within hierarchical and bureaucratic structures, where decision-making is slow and rigid. The lack of agility prevents companies from rapidly adapting to technological innovations and integrating digital tools effectively. Businesses that have embraced agile management practices tend to show greater progress in digital transformation, indicating that leadership mindset and corporate culture play a crucial role in this process [6].

Another important factor is the impact of external economic and geopolitical conditions on digital transformation efforts. The ongoing war in Ukraine has imposed significant financial and operational constraints on businesses, forcing many companies to prioritize short-term survival over long-term strategic investments in digitalization. At the same time, the crisis has accelerated digital adoption in specific areas such as remote work, e-commerce, and digital finance, demonstrating that necessity can drive innovation. However, for sustainable digital growth, businesses require stability, targeted investments, and a clear regulatory framework.

Furthermore, the global dimension of digital transformation remains underutilized by Ukrainian enterprises. While digitalization offers opportunities for international collaboration, market expansion, and integration into global value chains, many companies remain focused on domestic challenges and fail to leverage cross-border digital ecosystems. Open innovation, international partnerships, and knowledge-sharing networks could provide significant benefits, but their adoption remains limited due to lack of awareness and reluctance to change traditional business models [9].

In light of these findings, a more structured approach to digital transformation is needed. Businesses should focus on integrating digital strategies into their core operational and management frameworks rather than treating digitalization as an isolated IT upgrade. Moreover, addressing the digital skills gap through targeted workforce training and leadership development programs is critical for ensuring long-term digital maturity.

Overall, digital transformation in Ukraine is at a crossroads. While the technological potential and innovation capacity exist, a more systematic, industry-specific, and internationally oriented approach is required to ensure that businesses not only adopt digital technologies but also leverage them for competitive advantage and long-term growth.

Conclusion. This study assessed the digital readiness of Ukrainian enterprises and identified both the key drivers and barriers to digital transformation. The findings highlight that while businesses recognize the necessity of digitalization, their transformation strategies are often incomplete, with an overemphasis on technological adoption rather than comprehensive organizational change. A fundamental issue is the discrepancy between enterprises' self-assessments of digital maturity and external evaluations, which indicates a lack of standardized and reliable

measurement frameworks. Many companies overestimate their readiness, focusing on individual digital tools rather than integrating digital solutions into their core business strategies.

One of the primary challenges hindering digital transformation is the misalignment between strategic goals and operational realities. Ukrainian enterprises frequently lack the necessary infrastructure, expertise, and investment to implement large-scale digital initiatives. This is particularly problematic given that digital transformation is not merely about adopting new technologies but also about reshaping business models, management structures, and employee competencies. Without these fundamental changes, digitalization efforts remain fragmented and ineffective.

Economic and regulatory factors also present significant barriers. The regulatory framework remains underdeveloped, with businesses often facing unclear legal requirements and limited support mechanisms for digital adoption. Addressing these challenges will require stronger collaboration between government institutions, financial entities, and business leaders to create a more supportive digital ecosystem.

A particularly concerning issue is the underutilization of open innovation and international collaboration. Ukrainian enterprises remain hesitant to engage in global digital networks, limiting their ability to adopt best practices, attract investment, and integrate into international markets. In contrast, leading global companies leverage ecosystem-based digital models, forming strategic partnerships and benefiting from knowledge-sharing platforms. Encouraging greater engagement in international digital collaborations can significantly enhance the competitiveness of Ukrainian enterprises.

To ensure successful digital transformation, businesses must adopt a holistic strategy that goes beyond mere technological adoption. First, companies need to integrate digital transformation into their long-term strategic vision, ensuring that digital initiatives align with overall business objectives. Second, investment in digital skills development is crucial, as the lack of qualified personnel remains one of the biggest obstacles to transformation. Third, financial and technological support must be expanded through government incentives, investment funds, and public-private partnerships. Fourth, businesses should actively seek opportunities to engage in global digital ecosystems, leveraging open innovation to accelerate their transformation processes. Finally, regulatory improvements are necessary to create a more favorable environment for digital business operations, including clearer data protection laws, intellectual property rights, and streamlined procedures for adopting digital solutions.

The study contributes to the broader discourse on digital transformation in emerging economies, particularly in Ukraine, by offering insights into the challenges and opportunities businesses face. Future research should explore sector-specific digitalization strategies and assess the impact of emerging technologies, such as artificial intelligence and blockchain, on business transformation in Ukraine. By addressing these critical challenges and leveraging available opportunities, Ukrainian enterprises can enhance their digital readiness, strengthen their competitive position, and successfully integrate into the global digital economy.

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Готовність українського бізнесу до цифрової трансформації: драйвери та перешкоди

Анотація. У статті наведено результати дослідження готовності українського бізнесу до цифрової трансформації. Визначено, що цифрові зміни є неминучими, і для правильного вибору напрямку трансформації необхідно оцінити рівень готовності підприємства до таких змін. Аналіз кейсів підприємств, а також дослідження й опитування, дозволили виявити ключові чинники, що стимулюють трансформацію, а також бар'єри, що заважають її реалізації. Одними з основних напрямів трансформації є організаційні зміни, які, на жаль, часто недооцінюються компаніями, що зосереджуються більше на технологічних аспектах. До організаційних трансформацій відносяться цифрова культура, лідерство та лідерські компетенції, бізнес-моделі, стратегії, управління, кадри та комунікації. Дослідження показали, що більшість українських підприємств не готові до проривної цифровізації, а основною причиною є невідповідність між стратегічними цілями та поточними завданнями компаній, а також між організаційною структурою і бізнес-моделлю, що не відповідають вимогам цифрових змін. Оцінки цифрової готовності підприємств в Україні часто не збігаються з оцінками користувачів, що свідчить про недосконаліть наявних методик оцінки та вказує на потенціал для розвитку. Виявлено, що українські підприємства не усвідомлюють глобальні можливості цифрової трансформації та не готові до інтеграції в міжнародний цифровий простір. Ключовою причиною цього є їхня неготовність до відкритих інновацій, які є основою цифрових змін. Отримані результати мають наукове та методичне значення і допоможуть уточнити і розширити базу методик оцінки цифрової готовності підприємств, а з практичного погляду – сприятимуть вибору напрямів цифрової трансформації та розробці стратегічних планів.

***Ключові слова**: бізнес, цифрова трансформація, цифрова готовність, цифрове виробництво, цифрова економіка, бізнес-модель, організаційна трансформація.*

JEL Classification: L86, M15, O33.

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