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APPROACH TO THE SOLUTION OF ORGANIZATIONAL
AND MANAGEMENT TASKS OF DIGITALIZATION
OF BUSINESS PROCESSES**

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MODERN IMPERATIVES OF SYSTEM-INNOVATIVE APPROACH TO THE SOLUTION OF ORGANIZATIONAL AND MANAGEMENT TASKS OF DIGITALIZATION OF BUSINESS PROCESSES

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This article substantiates the feasibility of applying systematic, integrated, factorial and process approaches to solving relevant organizational and managerial tasks of digitalization aimed at improving the efficiency of innovation and the competitiveness of economic systems. Substantial foundations of the implementation of a systems approach in the field of digital transformation of business processes were revealed. The advantages of digitalization were presented, possible basic problems associated with its implementation were systematized, and factors that have a significant impact on their solutions were analyzed. It is obvious that the exciting new possibilities of digital technologies are open to the world community and the urgent need for their large-scale implementation manifested itself, but taking into account the optimal combination of various factors that have a significant impact on the development of socio-economic systems.

Key words: system approach, digitalization, digital transformation, business processes

INTRODUCTION

No one doubts the fact that the most important conditions for the long-term sustainable development, competitiveness and sovereignty of the state are the development of the national economy, creation of a platform to continuously improve its effectiveness and sustainability in the face of global challenges and threats. Nowadays, failure to fulfill the above strategic goals entails unpredictable consequences, including extremely negative.

There are many factors influence the successful solution of tasks formulated within the achieving strategic goals and if until recently, the management of economic systems has traditionally been reduced to creating standard approaches to solving typical problems, then in the modern world management concepts should be modernized in such a way that in extremely difficult conditions of the political and unstable economic situation in the world, they would allow creating such an economic model that will demonstrate its stable comprehensive stability and reliability. When we solving modern organizational and managerial problems and searching for new priority areas and promising areas of activities, first of all, as already noted, it is necessary to correctly identify and take into account factors that have a dominant effect on the successful functioning and development of socio-economic systems and in a timely manner as necessary make adjustments to them. For this reason, an extremely important condition is the inclusion of a systematic approach in modern management tools, since it is based on a system analysis, that is, the most comprehensive study of objects, phenomena and processes and taking into account their relationships, influences, interactions and changes. The methodology of system analysis, which consists of research procedures, techniques for

collecting and processing information, in turn, is based on a dialectical approach.

There is also no doubt that in accordance with objective economic laws and modern world realities, a key factor in maintaining national sovereignty, increasing the country's competitiveness, ensuring economic growth and the quality of life of citizens is an effective state policy to create the necessary conditions for the development of the digital economy [1, 2, 3].

World experience has proved that in the modern world the digital transformation of business processes is one of the most important components of the strategic vector of innovative development of all economic systems without exception. Enhancing the introduction of digital technologies in all spheres of the life of modern society is an objective necessity. This was proved by recent events in the world associated with the pandemic of coronavirus infection COVID-19, which can last quite a long time. One of the most important conditions for reducing its negative impact on the functioning of the state and the life of an individual person is restrictive and quarantine measures. The use of electronic remote technologies makes it possible to ensure full-fledged remote work of specialists at all levels of management, while maintaining a high degree of security. New circumstances create new and develop existing types of services using online platforms in trade, education, culture, logistics, etc.

The basis of the general methodological and theoretical nature for understanding the problem under study was the fundamental works of scientists, such as D. Bell, M. Castells, S. Kuznets, H. McLuhan, G. Mensch, A. Toffler, K. Schwab, J. Schumpeter, M. Hammer, V.V. Leontyev, S.D. Bodrunov, S.YU. Glazyev, A.V. Keshelava, YU.A. Doroshenko, R.V. Meshcheryakov, S.D. Ilyenkova, L.V.

Kantorovich, YU.V. Vertakova and others.

Despite the fact that there are already a lot of researches on the problem under study, many aspects related to the analysis of the current situation and the development of scientific and practical recommendations in the field of digitalization, as the most important tool for ensuring the effectiveness of innovative activities in the economics, require constant rethinking and enhancing, which predetermined relevance of this study. Reliable and up-to-date information related to the analysis, improvement of organizational and economic approaches, methods and tools for digital transformation of a business becomes a strategic resource, often more important than other resources.

METHODOLOGY

The theoretical and informational basis of the study is the scientific works of foreign and domestic scientists, materials of scientific and practical conferences, articles, and the existing legislative and regulatory frameworks. As methodological tools, a general scientific methodology that provides for systematic, complex, factorial and process approaches to solving the problem, as well as the use of methods such as analysis and synthesis, expert assessments, are used.

RESULTS AND DISCUSSION

Based on the analysis of information on this issue, it is obvious that the exciting new possibilities of digital technologies are open to the world community and their urgent need manifested itself, as evidenced by their active implementation, use and development. Humanity is at the next round of the digital revolution, which includes the main points: robotics, automation, the Internet of things, cloud computing and data storage, electronic remote technologies thanks to which completely new ways and options for increasing the effectiveness of any human activities appear.

From the point of view of solving organizational and managerial tasks, it should be noted that digitalization completely changes the processes themselves and their essence, brings fundamental changes in the existing paradigm and provides new digital tools that push the whole world to transition to a new formation. This new formation is called 'digital society.'

Definitely all this is the most important functional component of modern innovation management. Solving the problem of the effective use of innovations requires special organization, motivation, management, coordination of the efforts of many people and teams, complex resource support for the processes of these innovations in enterprises [4].

In innovation management, it is necessary to consider effective management tools that affect the innovation process aimed at developing new products and operations, and, most importantly, at their implementation, promotion, diffusion. At the same time, the fundamental goal is

flexible and efficient adaptation to the expected changes in consumer demands: a corresponding change in strategy, technology, organization of production and management based on effective computerization.

It is logical that business owners always associate changes with risks, which, in general, is understandable. But the correct, and, most importantly, timely assessment of current development trends, internal and external impact on the economic entity, allows to achieve success. This creates a peculiar wave of success of digital ideas, which pushes the digital economics forward. In Fig. 1 advantages of introducing a digital economics are shown [5, 6, 7].

A study of the economic literature revealed the most important problems that are shown in Fig. 2 [8, 9, 10].

First of all, when we solving the problems of introducing a digital economics the introduction of an innovative culture in everyday activities at all levels of management and production, which should be considered as creating an appropriate innovative climate or a special business atmosphere for the life of an economic entity, seems to be an important prerequisite. In turn, an innovative culture should be consistent with the general strategy of the organization and its mission as a whole. A set of value guidelines and norms of organizational behavior will predetermine the innovative style of an economic entity [11]. In the modern world, this should be a continuous learning process and an increase in the scientific potential of the industry through the accumulation of intellectual property, and then the transformation of knowledge into technical innovations, advanced technologies, new types of goods and services, and progressive organizational and managerial techniques. In this regard, the process of training highly qualified personnel with innovative thinking and digital literacy, the ability to constantly learn new knowledge, process large amounts of data, and at the same time, highlight the most important thing in them, should be the most important task of strategic management [4]. It is also necessary to ensure the continuity of generations in the field of scientific and technological research. It should be taken into account that specialists have to possess not only the widest range of professional knowledge, but also a high moral level, and, as a result, a great responsibility for the assigned work. And, of course, the key task at the present time is also to determine the role of man and his place in a digital society, where in many areas of activity artificial intelligence will dominate.

As noted above, innovative digitalization processes are impossible without significant investment and intellectual costs and are high-risk. Therefore, the effective implementation of innovative projects and programs is possible only with the continuous implementation of a set of organizational, technical, economic and legislative measures aimed at stimulating the interaction of all entities of the national economy. This activities can be successfully carried out in various organizational forms with the par-

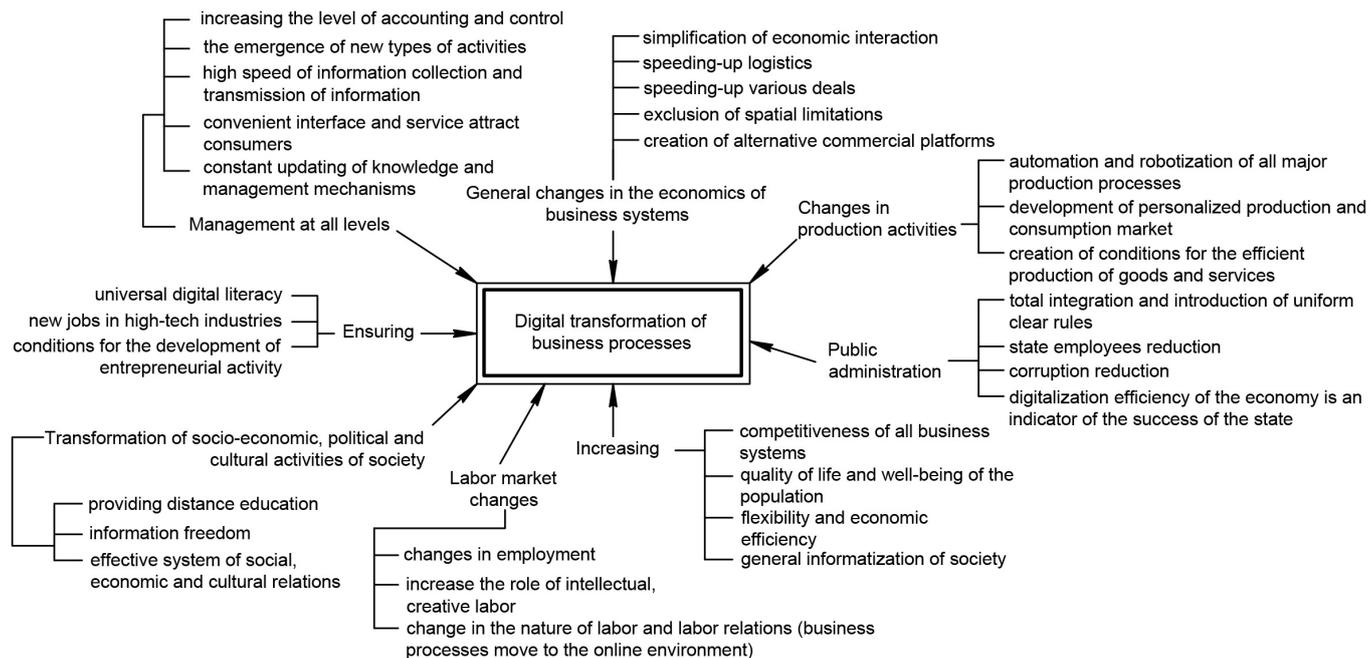


Figure 1: The advantages of digital transformation of business processes

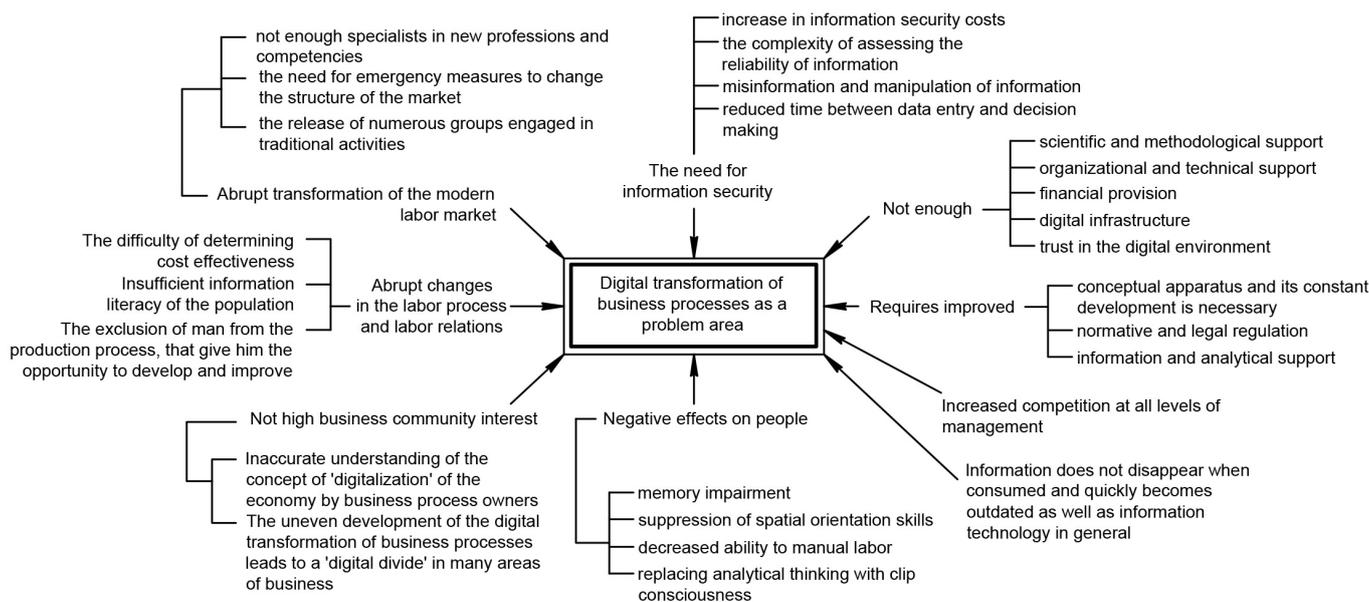


Figure 2: Problems of digital transformation of business processes

participation of several participants, including competitors, which are united by scientific, informational, educational activities through targeted innovative programs. At the same time, a close relationship should be established at all stages of the cycle: idea, scientific development, production, market, end consumer. The use of a systematic approach is objectively logical for the creation of integrated scientific, production and logistics complexes, which is due to the principles of sustainable development and the needs of the market orientation of business entities. The structure of such unions cannot be typical. But it is undoubted that a state or regional platform, an innovation center that develops and implements innovative policies in strategic directions, forms its innovative culture,

and produces control effects on this innovation process, should be unifying.

The aim of the activity of such innovative structures should be the tendency to constantly expand the sources of ideas, maintain their continuous flow, alternativeness, as well as creation of a favorable climate conducive to the innovative activities of all participants in the search for opportunities to optimize the technical and economic indicators of programs and projects. These processes must be carried out while focusing primarily on the following components [12]:

- improving existing legislation to create conditions for increasing the intellectual potential of the state;

- the creation of specialized information databases of patents, advanced technologies, inventions, research organizations, scientists, etc.;
- creation of union and coordination of subjects of innovative development;
- contributing to an increase in the share of highly qualified specialists in the labor market, etc.

It must be added that many factors at the micro, meso and macro levels impact the successful solution to the problems of introducing a digital economics, which dictates the setting of ambitious goals for a person, companies and future states. As a rule, the influence of factors is not a constant value, has a synergetic effect [13], changes at different time periods, sometimes manifests itself very unexpectedly and unpredictably. At the same time, a qualitative change in factors can affect the digital transformation of business processes, both in the direction of increasing its effectiveness and decreasing it. An example of this is the coronavirus pandemic, which unexpectedly appeared and sped up the digital transformation of business processes a lot and will bring more corrections to them. This is the reason that at each level of management it is necessary to study and rank the factors according to the degree of their influence on the system, as well as timely control of controlled parameters to achieve their optimal combination.

Summing up, it should be noted that tough competition, various force majeure and crisis phenomena in the modern world require countries, that aspire to world leadership and maintaining sovereignty, to develop management concepts in such a way, that in extremely difficult geopolitical and unstable conditions economic situation they could make it possible to make an economic model based on the latest knowledge, as well as continuously improve it with the goal of comprehensive stability, to overcome the occurrence of constantly arising unexpected adverse obstacles both outside the country and inside it at the macro, meso and micro levels. It is extremely important to comprehensively increase the efficiency of activities using such an effective tool as the digitalization of the economy. This area of activity, of course, can provide favorable living conditions for the population, which determines the social and production potential of the country, as well as its further successful functioning and development.

SUMMARY AND CONCLUSION

Summing up, it should be noted that the scientific results obtained in this work can be used as the basis for further research, in particular, to expand and more in-depth study of problems and factors, as well as the correlation of the effectiveness of digital transformation of business processes and the development of economic entities, industries, regions, states. Along with this, it is advisable to conduct such an analysis not only in relation to business structures, but also in socio-economic systems in order to obtain a more complete picture of the directions and

effectiveness of the implementation of the digital economy.

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