

that the US continues to overtake China in terms of total retail sales (\$5.506 trillion vs. \$5.13 trillion in 2020), China's online commerce has overtaken America by about \$2 trillion. Further growth is predicted, as well as the acquisition of the combined global spending on online trade at \$6.54 trillion by 2022.

The content of the events that have taken place is that the use of Internet commerce is now mandatory, and not only possible in the future. The actions and prerogatives of consumers can change depending on the time, and for this, in order to be in the circle of all events, you need to use flexible online solutions.

According to analysis forecasts, online trade will account for 18% to 19% of the total retail volume in 2021, and 22% by 2023 [4].

Information from international specialists in the field of retail BDO notes that retail sales through online stores will continue to increase.

Literature:

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## **DIRECTIONS OF THE ENTERPRISE BUSINESS PROCESSES DIGITALIZATION**

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In the current conditions of the digital revolution and the formation of the information society, the main purpose of which is to create an ecosystem of the digital economy, the relevance of digitalization processes is growing unprecedentedly rapidly. Today, financing the digitalization of the economy has a

high share in the structure of the national economy sectors expenditures as a whole.

Since technological advances have made the Internet universally accessible, customers have developed benefits for consistent information through several communication channels, innovative combinations of product and service, and direct interaction with enterprises [1].

To meet these needs, enterprises rely on holistic strategies that contribute to the streamlining of processes, digitalization of products and services, innovation of business models and revenue models [2]. However, numerous studies suggest that especially small and medium-sized enterprises (have not yet initiated digital transformation [3, 4] and, thus, have not yet begun the process of digitizing their business. Since many small and medium-sized enterprises operate in global markets shaped by competition, this can lead to significant risks for their long-term business success.

The analysis of recent research and publications on the digitalization of business processes is considered in the works of a number of foreign and domestic scientists, including: Andros S.V., Guseva O.Y., Gribinenko O.M., G. Berg, B. Solis and others. However, despite the significant results of the research, the question now arises of further development of digitalization of business processes, given the coronavirus pandemic and the war on the territory of Ukraine for further development of the economy in these difficult in recent years external and internal conditions of enterprises.

Although there are a number of definitions of digitalization, it is often called the technological process of transformation, which improves the flexibility, efficiency and responsiveness of the enterprise, while coordinating its operations, strategy, business processes and organizational and IT structures with technological advances [5, 6].

Digitalization expands the scope of traditional digitization, which mainly focuses on the transformation of similar information into a digital representation [7]. Digitization has led to the development of various approaches to business and IT alignment, including technology implementation concepts, software selection procedures or the integration of data and information using information systems [8,9]. However, to cope with digitalization, enterprises rely on new perspectives that allow them to holistically harmonize all their strategies, processes, operations and IT systems [10]. Despite the growing interest and frequently encountered problems in practice, research still does not have practical recommendations for the formulation, implementation and evaluation of relevant strategies [11, 12].

Modern economic development is impossible without the widespread introduction and full use of digital technologies. The pace of digital innovation is growing every year. The number of end users is increasing. The Global Digital 2022 study shows that most of the connected world continues to develop faster than it was before the pandemic [13].

More than two-thirds (67.1 percent) of the world's population now uses a mobile phone, and the number of unique users will reach 5.31 billion by the beginning of 2022. Total users worldwide have grown by 1.8 percent over the past year from 95 million new mobile users since last year.

Trends in the digital transformation of business processes have led to the conditions for the development of the sharing economy (shared consumption) and the gig economy (freelancing), which contributed to the formation of a segment of the digital platform (communication, social, media, search, operational and controlled, service, sharing, product, transactional, etc.) [14].

The necessary opportunities for the approach to digitalization include:

- Digital strategy: Businesses must shape a digital agenda that fosters innovation, strives for quick results, relies on knowledge and resources from all available sources of information, and facilitates customer-centric products and services. Thus, businesses must constantly challenge and innovate in their business and revenue models. In addition, prototyping makes it easier to adapt product and service specifications to dynamically changing consumer preferences, while reducing development time. Ultimately, incubation centers can present new perspectives on digitalization, promote creativity and lateral thinking, and complement existing structures with flexible and flexible components.

- Digital awareness: To cope with digitalization, it is important for businesses to constantly monitor their clear capabilities and business performance. By implementing comprehensive benchmarking mechanisms, businesses can evaluate and adjust their market positioning and use the resulting implications to tailor their business goals and strategies to customer preferences and market requirements. Ultimately, digital transformation requires businesses to provide adequate financial resources that compensate for short-term failures, as well as support business models and strategies in a competitive market environment.

- Thinking: In addition to adapting to organizational structures and strategies, digitalization requires an open culture that promotes creativity and innovation. To facilitate awareness and adoption of digitalization accordingly, businesses rely on digital evangelicals, who tend to be well connected and part of large social networks. Organizational culture should further promote risk-taking,

but also promote realistic expectations in such a way that businesses focus their available resources on the most feasible and profitable projects and initiatives. In fact, not all projects provide lower costs or increased productivity, but can also create new potentials for research and development. By providing comprehensive training and education opportunities, enterprises can equip employees with the necessary skills and capabilities. They should relate to the concept of open innovation, the use of co-production models and the benefits of sharing knowledge.

- Security: As digitalization seeks to digitize enterprise assets and operations, there are new threats to IT and data security that can hinder the adoption of digital strategies and negatively impact business success. Businesses must address these risks in the early stages of the digitalization process. Therefore, they must identify rules and guidelines that extend traditional compliance to digital risk accounting. In addition, risk management can help businesses identify critical organizational infrastructures as well as the most common threats. They must use the implications arising from this to implement a comprehensive defence strategy.

Thus, the digitalization of business processes of industrial enterprises is an important and relevant step, which acts as a driver for radical changes in current activities and development of the enterprise. Before making a management decision on the digital transformation of business processes, it is necessary to carefully analyze the existing business processes of the enterprise, understand the problems and opportunities to solve them, and only then choose ways and measures to digitalize existing business processes, or develop fundamentally new ones based on digital technologies and platforms. In order to determine which enterprises and industries are potentially capable of implementing the goals set in the National Strategy, it is necessary to conduct an intersectoral analysis of the state of digitalization of business processes in industrial enterprises, and at the enterprise level it is advisable to develop their own maps of digital transformations, which will allow to systematize measures and concentrate resources on the most promising areas of development.

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