

ЦИФРОВА ЕКОНОМІКА ТА ЕКОНОМІЧНА БЕЗПЕКА

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**ТЕОРЕТИКО-МЕТОДИЧНІ ЗАСАДИ ЦИФРОВОЇ ТРАНСФОРМАЦІЇ ПІДПРИЄМСТВ ІНДУСТРІЇ ГОСТИННОСТІ
В УМОВАХ РОЗВИТКУ ЦИФРОВОЇ ЕКОНОМІКИ**

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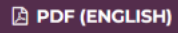
58-64



АНАЛІЗ ЦИФРОВІЗАЦІЇ ЯК ОСНОВИ ІННОВАЦІЙНОГО РОЗВИТКУ АГРАРНИХ ПІДПРИЄМСТВ

Ю.В. Алескерова, Л.І. Федоришина, Л.М. Дриманова

65-72



**ЕКОНОМІЧНА ВАЛІДАЦІЯ МОДЕЛЕЙ МАШИННОГО НАВЧАННЯ В АЛГОРИТМІЧНОМУ ТРЕЙДИНГУ:
КОМПЛЕКСНИЙ ПІДХІД ДО ОЦІНЮВАННЯ ПРОГНОЗНОЇ ЯКОСТІ, ВИКОНУВАНOSTІ СИГНАЛІВ І РИЗИКУ**

О.А. Бабич

73-79



РОЗВИТОК МЕТОДОЛОГІЇ НАУКОВИХ ДОСЛІДЖЕНЬ В УМОВАХ ЦИФРОВІЗАЦІЇ ТА ШТУЧНОГО ІНТЕЛЕКТУ

Н.А. Канцедаль, О.С. Богаєнко

80-88



ANALYSIS OF DIGITALIZATION AS THE FOUNDATION FOR THE INNOVATIVE DEVELOPMENT OF AGRICULTURAL ENTERPRISES

АНАЛІЗ ЦИФРОВІЗАЦІЇ ЯК ОСНОВИ ІННОВАЦІЙНОГО РОЗВИТКУ АГРАРНИХ ПІДПРИЄМСТВ

The article examines digitalization as the foundation for the innovative development of agricultural enterprises in the digital economy. The study aims to assess the impact of digital technologies on innovation processes and identify strategic directions for digital transformation. General scientific methods, including analysis, synthesis, comparison, and systematization, were applied. The research focuses on precision agriculture, IoT, artificial intelligence, big data analytics, blockchain, cloud computing, GIS, and UAVs. The findings show that digital technologies improve production efficiency, optimize resource use, enhance decision-making, stimulate innovation, strengthen competitiveness, and support sustainable development. Practical recommendations are proposed to improve digital transformation strategies, innovation management, digital competencies, and the long-term competitiveness of agricultural enterprises.

Key words: digitalization, digital technologies, agricultural enterprises, innovative development, precision agriculture, artificial intelligence, Internet of Things, blockchain, competitiveness, sustainable development.

UDC 334.72:004:330.341.1

DOI: <https://doi.org/10.32782/dees.24-10>

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У статті досліджено цифровізацію як основу інноваційного розвитку аграрних підприємств в умовах цифрової економіки та реалізації принципів сталого розвитку. Актуальність дослідження зумовлена зростанням ролі цифрових технологій у підвищенні ефективності функціонування, конкурентоспроможності та інноваційної активності аграрних підприємств. Метою статті є аналіз цифровізації як основи інноваційного розвитку аграрних підприємств, визначення впливу сучасних цифрових технологій на ефективність їх діяльності, а також обґрунтування стратегічних напрямів цифрової трансформації аграрного підприємства. Методологічною основою дослідження є загальнонаукові та спеціальні методи наукового пізнання, зокрема аналіз, синтез, порівняння, систематизація, узагальнення та табличний метод, що дозволили комплексно оцінити роль цифрових технологій у розвитку аграрних підприємств. Досліджено особливості застосування технологій точного землеробства, Інтернету речей (IoT), штучного інтелекту, аналізу великих даних (Big Data), блокчейн-технологій, хмарних обчислень, геоінформаційних систем (GIS) та безпілотних літальних апаратів у виробничій та управлінській діяльності аграрних підприємств. Результати дослідження свідчать, що впровадження цифрових технологій забезпечує підвищення продуктивності праці, оптимізацію використання матеріальних і природних ресурсів, зниження виробничих витрат, покращення якості управлінських рішень, активізацію інноваційної діяльності та зміцнення конкурентних позицій аграрних підприємств. Проведений SWOT-аналіз дозволив визначити ключові переваги, недоліки, можливості та загрози цифрової трансформації, а систематизація показників ефективності підтвердила позитивний вплив цифровізації на економічні, організаційні та екологічні результати діяльності підприємств. Практичне значення одержаних результатів полягає в обґрунтуванні рекомендацій щодо формування стратегій цифрової трансформації аграрних підприємств, удосконалення системи управління інноваційною діяльністю, розвитку цифрових компетентностей персоналу та підвищення конкурентоспроможності аграрного сектору. Результати дослідження можуть бути використані під час розроблення програм цифрового розвитку підприємств, формування державної політики підтримки цифровізації аграрної сфери та подальших наукових досліджень у сфері цифрової економіки.

Ключові слова: цифровізація, цифрові технології, аграрні підприємства, інноваційний розвиток, точне землеробство, штучний інтелект, Інтернет речей, блокчейн, конкурентоспроможність, сталий розвиток.

Introduction. Digital transformation has become one of the defining trends shaping the development of modern economies, significantly influencing business models, management practices, and innovation processes across industries. In the agricultural sector, digital technologies are increasingly recognized as strategic instruments for improving productivity, enhancing resource efficiency, strengthening environmental sustainability, and increasing the competitiveness of agricultural enterprises. The adoption of precision agriculture, artificial intelligence, the Internet of Things (IoT), big data analytics, cloud

computing, remote sensing, geographic information systems (GIS), and unmanned aerial vehicles (UAVs) is fundamentally changing traditional approaches to agricultural production and enterprise management.

The growing complexity of global food systems, climate change, resource constraints, and increasing market uncertainty require agricultural enterprises to adopt innovative management solutions based on digital technologies. Digitalization enables enterprises to optimize production processes, improve decision-making through real-time data analysis, reduce production costs, minimize environmental impacts,

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and respond more effectively to changing market conditions. Consequently, digital technologies have become not only a tool for operational improvement but also a strategic driver of long-term innovative development.

Although numerous studies have examined digital transformation in agriculture, existing research predominantly focuses on individual digital technologies or their technical applications. Comparatively less attention has been devoted to the comprehensive assessment of digitalization as an integrated foundation for the innovative development of agricultural enterprises. Moreover, limited research addresses the interaction between technological, organizational, economic, and institutional factors that determine the effectiveness of digital transformation, particularly in countries undergoing economic modernization and structural reforms. This research gap highlights the need for a systematic analysis of digitalization from the perspective of enterprise innovation and sustainable development.

The relevance of this study is further reinforced by the necessity to strengthen the resilience and competitiveness of agricultural enterprises in the context of globalization, digital economy development, and the implementation of sustainable development goals. The successful integration of digital technologies requires not only technological modernization but also the development of digital competencies, effective investment mechanisms, supportive institutional frameworks, and innovation-oriented management strategies.

The purpose of this study is to analyze digitalization as the foundation for the innovative development of agricultural enterprises by identifying the key digital technologies that influence innovation processes, assessing their impact on enterprise performance and competitiveness, and substantiating strategic directions for enhancing digital transformation in the agricultural sector. The findings contribute to a better understanding of the role of digitalization in fostering sustainable and innovation-driven agricultural development and may serve as a basis for improving enterprise management practices and public policies aimed at supporting digital transformation in agriculture.

Purpose of the study. The purpose of this study is to analyze digitalization as the foundation for the innovative development of agricultural enterprises, determine the impact of modern digital technologies on their operational efficiency, competitiveness, and innovation performance, and substantiate strategic directions for the digital transformation of agricultural entrepreneurship in the context of the digital economy and sustainable development.

Analysis of Recent Research and Publications. Recent scientific research confirms that digitalization has become one of the most important drivers of

innovation and sustainable development in the agricultural sector. The growing adoption of digital technologies, including artificial intelligence (AI), the Internet of Things (IoT), big data analytics, cloud computing, remote sensing technologies, geographic information systems (GIS), and digital twins, is transforming traditional agricultural production systems and enhancing the competitiveness of agricultural enterprises.

A significant contribution to the study of agricultural digitalization has been made by researchers investigating the role of digital technologies in improving productivity, resource efficiency, and decision-making processes. Recent literature reviews emphasize that digital transformation enables agricultural enterprises to optimize production processes, reduce operational costs, improve environmental sustainability, and strengthen resilience to market and climate-related risks.

Particular attention has been devoted to the development of precision agriculture and smart farming systems. Studies indicate that the integration of IoT sensors, satellite monitoring, unmanned aerial vehicles, and AI-based analytical tools provides real-time information for farm management and contributes to more efficient use of land, water, fertilizers, and energy resources.

Recent research also highlights the growing importance of digital innovation for agricultural enterprises and small and medium-sized businesses. Scholars argue that digital technologies facilitate business model transformation, improve supply chain management, strengthen market integration, and support the development of innovation-oriented strategies. At the same time, the effectiveness of digital transformation depends on organizational readiness, investment capacity, institutional support, and the availability of qualified human resources.

Several studies have focused on the challenges associated with agricultural digitalization. Among the most frequently identified barriers are insufficient digital infrastructure, limited access to financial resources, low levels of digital literacy, cybersecurity concerns, and unequal access to advanced technologies among farms of different sizes. These constraints slow the implementation of digital innovations and reduce their potential economic benefits.

In the Ukrainian context, researchers emphasize the importance of expanding the use of precision farming technologies, AI-based solutions, and big data analytics to improve the efficiency of agricultural enterprises. At the same time, the need for enhanced state support, investment incentives, rural digital infrastructure development, and digital skills training remains a critical prerequisite for accelerating digital transformation in agriculture.

Despite the considerable body of research devoted to agricultural digitalization, a research gap

remains regarding the comprehensive assessment of digitalization as a strategic foundation for the innovative development of agricultural enterprises. Existing studies often focus on individual technologies or specific aspects of digital transformation, while insufficient attention is paid to the integrated impact of digitalization on innovation performance, competitiveness, and long-term sustainable development. This gap determines the relevance of further research aimed at identifying strategic approaches to the digital transformation of agricultural enterprises.

Among Ukrainian scholars, I.A. Ostrovskyi has made a significant contribution to the study of digital technologies in agriculture. His research focuses on the development of precision agriculture in Ukraine, particularly the implementation of GPS navigation systems, unmanned aerial vehicles (UAVs), and satellite monitoring technologies to improve the efficiency of agricultural production processes [9].

One of the key directions of agricultural digitalization is the integration of blockchain technology to ensure the transparency and security of agricultural transactions, as well as to establish more efficient and reliable supply chains. Recent studies also emphasize the importance of developing digital infrastructure for agricultural producers, including the creation of online platforms for data exchange and knowledge sharing. Such platforms facilitate farmers' adaptation to changing market conditions and enhance their access to digital services and innovative management solutions.

H.V. Antonova investigates the role of blockchain technologies in ensuring the transparency of agricultural transactions and strengthening resilient food supply chains. Her studies provide valuable practical recommendations for farmers and agribusiness companies seeking to improve transaction security, traceability, and operational efficiency through the adoption of blockchain-based solutions [1].

Main Research Findings. Digitalization has become one of the key drivers of innovative development in agricultural enterprises. The integration of digital technologies enables enterprises to optimize production processes, improve resource management, enhance decision-making quality, and increase overall business efficiency. The growing use of precision agriculture technologies, artificial intelligence, cloud computing, the Internet of Things (IoT), unmanned aerial vehicles (UAVs), geographic information systems (GIS), and big data analytics is transforming traditional agricultural practices into data-driven management systems.

The implementation of digital technologies contributes to improving production efficiency by reducing input costs, increasing crop yields, minimizing environmental impacts, and strengthening

the competitiveness of agricultural enterprises. Modern digital solutions also enable continuous monitoring of agricultural operations, facilitate real-time decision-making, and improve risk management under conditions of climate uncertainty and market volatility.

However, the effectiveness of digital transformation depends not only on technological readiness but also on financial capacity, organizational adaptability, digital competencies of employees, and the availability of an appropriate institutional environment. Therefore, successful digitalization requires an integrated approach that combines technological innovation, strategic management, investment support, and continuous professional development.

The analysis indicates that digital technologies generate synergistic effects when implemented as integrated management systems rather than isolated technological solutions. Agricultural enterprises that combine precision agriculture, IoT, artificial intelligence, and blockchain technologies achieve higher levels of productivity, operational efficiency, and innovation performance.

Despite these advantages, several barriers continue to constrain digital transformation, including insufficient investment resources, limited access to digital infrastructure in rural areas, inadequate digital competencies, cybersecurity risks, and the high initial cost of implementing advanced technologies. Addressing these challenges requires coordinated efforts by agricultural enterprises, government institutions, research organizations, and technology providers [10].

Overall, digitalization should be viewed as a strategic component of the innovative development of agricultural enterprises. The systematic implementation of digital technologies not only improves economic performance but also contributes to environmental sustainability, resource conservation, and long-term competitiveness in the evolving digital economy.

The SWOT analysis presented in Table 2 provides a comprehensive assessment of the internal and external factors influencing the digital transformation of agricultural enterprises. The results indicate that digitalization creates substantial opportunities for enhancing innovative development while simultaneously introducing several organizational, technological, and institutional challenges.

The strengths of digital transformation are associated with increased labor productivity, optimization of resource utilization, improved managerial decision-making, enhanced product quality, and greater transparency throughout agricultural value chains. The integration of digital technologies enables enterprises to monitor production processes in real time, automate routine

Table 1

The impact of digital technologies on the innovative development of agricultural enterprises

Digital technology	Main application	Impact on innovative development	Expected results
Precision agriculture	Variable-rate application of seeds, fertilizers, and pesticides	Optimization of production processes	Reduced production costs and increased productivity
Internet of Things (IoT)	Monitoring of soil, crops, livestock, and machinery	Real-time operational management	Improved resource efficiency and decision-making
Artificial Intelligence	Yield forecasting, disease detection, predictive analytics	Intelligent management support	Increased forecasting accuracy and innovation capability
Big Data Analytics	Processing large agricultural datasets	Strategic planning and risk assessment	Higher management efficiency and competitiveness
Geographic Information Systems (GIS)	Spatial analysis and field monitoring	Optimization of land management	Improved land-use efficiency
Unmanned Aerial Vehicles (UAVs)	Crop monitoring and field inspection	Early detection of production problems	Reduced losses and enhanced productivity
Blockchain technology	Supply chain management and product traceability	Transparency and transaction security	Greater consumer trust and market competitiveness
Cloud computing	Data storage and collaborative management	Integration of digital information systems	Faster information exchange and lower administrative costs

Source: developed by the authors

Table 2

SWOT Analysis of the Digital Transformation of Agricultural Enterprises

Strengths	Weaknesses
Increased labor productivity Optimization of resource utilization Improved management decision-making Enhanced product quality and traceability Greater operational efficiency	High initial investment costs Insufficient digital competencies of employees Uneven digital infrastructure in rural areas Dependence on digital platforms and technologies Cybersecurity and data protection risks
Opportunities	Threats
Development of precision agriculture Expansion of digital agricultural services Government support for digitalization Integration into international digital markets Development of smart farming ecosystems	Rapid technological obsolescence Growing cyber threats Limited financial resources for SMEs Climate and market uncertainties Regulatory and institutional barriers

Source: developed by the authors

operations, and improve the accuracy of strategic planning, thereby increasing operational efficiency and competitiveness.

At the same time, the analysis identifies several weaknesses that may hinder the implementation of digital technologies. These include high initial investment costs, insufficient digital competencies among employees, unequal access to digital infrastructure in rural areas, dependence on advanced technological systems, and increasing cybersecurity risks. Such limitations are particularly significant for small and medium-sized agricultural enterprises with constrained financial and technological resources.

From the perspective of external opportunities, digitalization facilitates the development of precision agriculture, expansion of digital agricultural services, integration into global value chains, and the formation of smart farming ecosystems. In addition, government support for digital innovation and the

growing availability of advanced digital solutions create favorable conditions for accelerating the digital transformation of agricultural enterprises [8].

However, enterprises are also exposed to several external threats, including the rapid obsolescence of digital technologies, increasing cyber threats, financial constraints limiting investment capacity, climate-related risks, market volatility, and regulatory uncertainty. These factors necessitate the development of comprehensive digital transformation strategies that combine technological modernization with organizational adaptability, investment support, human capital development, and effective risk management.

Overall, the SWOT analysis demonstrates that the successful digitalization of agricultural enterprises depends on balancing internal capabilities with external opportunities while minimizing technological, financial, and institutional constraints. A systematic

approach to digital transformation enables agricultural enterprises to strengthen their innovative potential, improve competitiveness, and ensure sustainable long-term development.

The indicators presented in Table 3 demonstrate the comprehensive impact of digital transformation on the performance and innovative development of agricultural enterprises. The analysis confirms that the implementation of digital technologies contributes not only to improving operational efficiency but also to strengthening the long-term competitiveness and sustainability of agricultural businesses [6].

One of the most significant effects of digitalization is the increase in labor productivity achieved through the automation of production processes, optimization of resource allocation, and improved decision-making based on real-time data. At the same time, digital technologies facilitate a reduction in production costs by minimizing the inefficient use of inputs, improving logistics, and reducing operational losses.

The adoption of precision agriculture, Internet of Things (IoT) technologies, artificial intelligence, and big data analytics positively influences crop yields and the efficiency of resource utilization. These technologies enable continuous monitoring of agricultural processes, accurate forecasting, and timely management interventions, thereby increasing production effectiveness while reducing environmental impacts [2].

The analysis also indicates that digital transformation stimulates innovation activity by encouraging the adoption of new business models, modern production technologies, and digital management systems. As a result, agricultural enterprises improve product quality, strengthen their market position, and expand opportunities for entering domestic and international markets.

Furthermore, digitalization supports the achievement of environmental sustainability by promoting the rational use of natural resources, reducing greenhouse gas emissions, and minimizing waste generation. These improvements are consistent

with the principles of sustainable development and Environmental, Social, and Governance (ESG) management, which are becoming increasingly important in the global agri-food sector.

Overall, the indicators summarized in Table 3 confirm that digital transformation generates significant economic, technological, and environmental benefits. The integrated implementation of digital technologies strengthens innovation capacity, improves enterprise competitiveness, and creates favorable conditions for sustainable long-term development in the agricultural sector.

Conclusions and Future Research Prospects.

The findings of this study provide strong evidence that digital transformation has become one of the most influential factors determining the innovative development and long-term competitiveness of agricultural enterprises in the context of the global digital economy. The accelerating diffusion of digital technologies fundamentally changes the traditional paradigm of agricultural production by shifting management systems from experience-based decision-making toward data-driven, intelligent, and highly integrated business models. Under these conditions, digitalization should be interpreted not merely as technological modernization but as a comprehensive strategic transformation that simultaneously affects production processes, organizational structures, management systems, innovation capacity, and sustainable development performance.

The research confirms that the implementation of advanced digital technologies – including precision agriculture, artificial intelligence (AI), the Internet of Things (IoT), big data analytics, cloud computing, blockchain, geographic information systems (GIS), remote sensing technologies, and unmanned aerial vehicles (UAVs) – creates substantial opportunities for improving both operational efficiency and strategic management. Their integrated application enables agricultural enterprises to optimize production planning, automate technological operations, monitor crops and machinery in real time, improve

Table 3

Key Performance Indicators of the Digital Transformation of Agricultural Enterprises

Indicator	Expected Impact	Strategic Effect
Labor productivity	Increase	Higher enterprise efficiency
Production costs	Decrease	Improved profitability
Crop yield	Increase	Growth in production output
Resource utilization efficiency	Increase	Sustainable production
Innovation activity	Increase	Competitive advantage
Product quality	Improvement	Expansion of market opportunities
Environmental sustainability	Improvement	Compliance with ESG principles
Enterprise competitiveness	Increase	Long-term sustainable development

Source: developed by the author

forecasting accuracy, minimize production risks, reduce operational costs, increase labor productivity, and ensure more rational utilization of land, water, energy, fertilizers, and other production resources. At the same time, digital technologies improve product quality, strengthen traceability throughout the supply chain, increase market transparency, and facilitate compliance with international sustainability and food safety standards.

The study further demonstrates that digitalization serves as a catalyst for innovation by creating favorable conditions for the continuous implementation of technological, organizational, managerial, and business model innovations. The transition toward digitally enabled management systems supports more flexible organizational structures, accelerates knowledge exchange, enhances collaboration among stakeholders, and stimulates continuous learning and technological renewal. As a result, agricultural enterprises become more adaptive to changing market conditions, climate-related uncertainties, and evolving consumer requirements while simultaneously strengthening their competitive advantages in both domestic and international markets.

The conducted SWOT analysis highlights that the digital transformation of agricultural enterprises is characterized by a combination of significant strengths, promising opportunities, existing weaknesses, and external threats. Among the principal strengths are increased productivity, higher operational efficiency, better quality control, enhanced transparency of production processes, more accurate managerial decision-making, improved resource optimization, and stronger environmental performance. Opportunities include the expansion of digital ecosystems, wider adoption of smart farming technologies, increasing governmental support for digital innovation, integration into international value chains, and access to new digital markets. However, the research also identifies several critical barriers that continue to limit the pace of digital transformation. These include high initial investment costs, unequal access to digital infrastructure, insufficient digital competencies among employees and managers, limited financial resources – particularly for small and medium-sized agricultural enterprises – cybersecurity threats, data protection issues, and the lack of standardized digital governance mechanisms. Addressing these challenges requires coordinated efforts involving agricultural enterprises, research institutions, technology providers, financial organizations, and public authorities.

The systematization of key performance indicators confirms that digital transformation positively influences virtually all dimensions of enterprise performance. Economic benefits include increased profitability, improved productivity, reduced production costs, and higher investment attractiveness. Technological

improvements involve greater automation, enhanced precision of production processes, and improved operational control. Organizational benefits include faster decision-making, increased flexibility, stronger innovation management, and improved knowledge sharing. Environmental advantages comprise reduced consumption of natural resources, lower greenhouse gas emissions, optimized use of fertilizers and pesticides, and greater compliance with sustainable agricultural practices. Collectively, these improvements strengthen enterprise resilience and contribute directly to the implementation of sustainable development principles.

An important conclusion of the research is that the success of digital transformation depends not only on technological investment but also on the institutional and managerial environment in which digital technologies are implemented. Sustainable digital transformation requires strategic leadership, innovation-oriented corporate culture, continuous staff training, effective change management, long-term investment planning, and active cooperation between business, government, scientific institutions, and technology developers. Digital competencies of managers and employees become one of the key intangible assets determining the effectiveness of innovation implementation and long-term organizational competitiveness.

From a practical perspective, the research findings provide valuable guidance for managers of agricultural enterprises, policymakers, investors, and researchers. The proposed analytical framework may support the development of digital transformation strategies, investment programs, innovation policies, and decision-support systems aimed at improving the competitiveness and sustainability of the agricultural sector. Furthermore, the identified system of indicators may serve as a methodological basis for monitoring digital transformation progress, evaluating investment effectiveness, benchmarking enterprise performance, and identifying priority areas for technological modernization.

Future research should focus on several interconnected directions. First, there is a need to develop comprehensive methodologies for assessing the digital maturity of agricultural enterprises that integrate technological, organizational, managerial, financial, environmental, and social dimensions into a unified evaluation framework. Second, future studies should construct integrated systems of digital performance indicators capable of measuring both the direct and indirect effects of digital technology implementation at enterprise, regional, and national levels. Third, additional empirical research is required to evaluate the economic efficiency and return on investment of specific digital technologies under different climatic conditions, production specializations, and farm sizes.

Particular attention should also be devoted to investigating the impact of digitalization on climate change adaptation, environmental sustainability, biodiversity conservation, circular economy implementation, and carbon-neutral agricultural production. Further research should explore the role of digital technologies in strengthening supply chain resilience, improving food security, expanding international market integration, and supporting the achievement of the United Nations Sustainable Development Goals (SDGs). Equally important is the analysis of institutional mechanisms, public policy instruments, financing models, digital innovation ecosystems, and public-private partnerships that can accelerate digital transformation within the agricultural sector. Such comprehensive research will contribute to the development of scientifically grounded recommendations for creating a highly competitive, innovative, environmentally sustainable, and digitally integrated agricultural economy capable of meeting future global challenges.

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Дата надходження статті: 26.06.2026

Дата прийняття статті до публікації: 21.07.2026

Дата публікації статті: 23.07.2026