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Communication Technologies**THEORETICAL BASIS FOR STRATEGIC MANAGEMENT OF
TELECOMMUNICATIONS ENTERPRISES IN THE DIGITAL ECONOMY**

The digital economy is based on the activities of telecommunication enterprises, which leads to profound changes in the construction of strategic management of enterprises today so that they can be managed in the future.

Telecommunication enterprises need a new theoretical basis for building a modern model of strategic management, which will ensure: formation of a knowledge base, definition of a set of interrelated rules of digitalisation, use of innovative technologies, development of an expert system, implementation of a digital management system to achieve strategic goals in the long term.

The article proves that in the context of the development of the digital economy, one of the effects of the strategic management system at an enterprise should be an increase in the level of formalisation of its processes. In turn, this will also ensure the process of digitalisation and the creation of procedures that will allow a telecommunications enterprise to achieve its goals in the best possible way.

It is noted that the system of strategic management of telecommunications enterprises in the digital economy allows to form a model of strategic management based on the paradigm of digital strategy, and also includes the values and goals of the enterprise and social responsibility of business. The model of strategic management proposed in the article will help to stabilise the work of telecommunications enterprises in difficult times, introduce digital methods of strategic management, and use artificial intelligence to make and implement strategic management decisions. The theoretical basis of the digital strategy allows for a decomposition of the goals and functions of management subsystems. The decomposition itself is carried out on the principles of transparency and sufficiency, i.e. rational division of management types with their subsequent integration into a single system (composition) of strategic management at all levels of a telecommunications enterprise.

Keywords: *strategic management, digital strategy, telecommunications enterprises, digital economy, digitalisation, digital transformation.*

Formulation of the problem. The development of the digital economy, which is based on digital transformation and digitalization, leads to changes in the concepts of raw materials, products, the nature of markets, management methods, means of production, payment methods, etc. These changes provide enterprises with new opportunities for business development, revenue generation, increased labour productivity, use of resources and technologies, creation of new channels of access to markets, and increased efficiency.

New trends on a global scale require telecommunications companies to develop a new concept of strategic management that actually ensures the functioning of the digital economy. The relevance of the issue is due to the fact that telecommunications companies are an important element of the global information infrastructure and actually ensure the functioning of the digital economy.

Analysis of the latest research and publications. Fundamental theoretical studies in the field of strategic management are presented in the works of foreign and domestic scholars, namely: I. Ansoff, O. Arefieva, L. Balabanova, V. Vikhansky, P. Drucker, M. Ilyashenko, J. McKeon, M. Porter, G. Mintzberg, A. Thomson, Z. Shershneva, S. Chernova, A.Jr. Chandler, etc. O. Hudz, A. Glushenkova, L. Lazorenko, I. Makovetska, I. Novikova, O. Sosnovska, S. Stetsiuk, and others have devoted their works to the problems of functioning of telecommunications enterprises in modern conditions.

The problems of the digital economy are covered in the works of S. Aral, J. Dellarocas, V. Bazylevych, V. Geets, N. Granados, O. Gudz, B. Danylyshyn, V. Ilyin, Kaufman, E. Clemons, O. Nochvina, O. Pishchulin, Ting Li, A. Toynbee, E. Toffler, G. Haberler, J. Schumpeter and others.

Scientists study the principles of changing the paradigm of strategic management of enterprises, define the components of the digital economy, highlight the issues of digital transformation of enterprises, consider the directions of development of the conceptual model of the digital economy and industry 4.0, etc.

Thus, it can be noted that in the modern scientific economic literature, there are many studies devoted to the strategic management of enterprises in the current conditions. However, despite the number of scientific studies that focus on the development of the digital economy, the introduction of digital technologies and the consequences of digitalisation, the issue of a model of digital management strategy in the context of managing telecommunications enterprises remains open [1, 2, 3, 5, 8, 9].

The article uses general scientific methods of cognition, generalisation, system analysis, and synthesis. Special methods have been applied, namely: information collection and information processing; methods of analytical work; methods of planned calculations and justifications. The methodological basis is the modern provisions of the theory of strategic management of enterprises and the theory of development of the digital economy, digitalisation and digital transformation.

The purpose of the article. The purpose of this study is to outline the paradigm of the model of digital strategy by telecommunications enterprises.

Presentation of the main material. Most managers of modern enterprises are aware that business success depends on the stable operation of the telecommunications infrastructure, and thus on the sustainable development of telecommunications enterprises. Thus, the importance of strategic management of telecommunications enterprises in the digital economy as a problem of enterprise management is constantly growing.

Telecommunication enterprises have their own special problems and needs that arise when satisfying the demand of legal entities and individuals for goods, works, services and making a profit on this basis [3]. As an economic and social association of people, labor, resources, etc., telecommunications enterprises operate in the present both offline and online, creating the material prerequisites for the digital economy. And this fact is being realized in the key of the future in the form of digitalization and digital transformation.

Over the past four decades, starting with the formation of the information society and globalization of economic forms of interaction between economic entities, the goals, content, methods and models of strategic management of enterprises, as well as mechanisms for implementing strategic management of telecommunications enterprises, have changed significantly. As a result of scientific and technological progress and the emergence of the Internet, unprecedented changes have taken place that have transformed into the digital economy.

In the digital economy, telecommunications companies are increasingly using/referring to the practice of developing and implementing new strategic management models based on resource saving, environmental protection, and the use of artificial intelligence.

The problem of managing telecommunications companies is a complex issue that requires a comprehensive, systematic and structured approach. It is important to remember that consumers

of telecommunication services are not only individuals and legal entities that are business entities and have their own peculiarities of functioning and business development [1]. The main consumers of telecommunication services are government agencies and institutions, educational, scientific and medical institutions, as well as enterprises that ensure the country's defence capability. Each of them has its own peculiarities, problems and needs in terms of providing information and communication services.

In the context of the formation and development of the digital economy, telecommunications enterprises need to develop a strategic management model that can be used to ensure the survival and development of enterprises, including on the terms of public-private partnership [4], to improve the development of the physical and technical platform for the digitalization of the economy, to create "points of support and growth" of industrialization 4.0 and V-VI technological modes [6, 10] and to ensure the country's integration into the civilized world. A feature of the model of strategic management of telecommunications enterprises should be the construction of a new paradigm of strategic management of enterprises in the digital economy.

An important stage in the development of the digital strategy hypothesis for the strategic management system of telecommunications enterprises is the construction of a model of the enterprise management system in the digital economy.

In its simplest form (model), a strategic management system consists of a managing subsystem and a managed subsystem that manages subsystems. The managed subsystem is a set of elements where the main process for which the system is formed (shop, enterprise, technological process, etc.) takes place. The result is the outcome of the system's functioning.

The set of four groups of variables can be used to describe any system and compare them with each other, as well as to study changes in the states of the same system over time to determine the trends and nature of its development.

Inputs and outputs connect a system to its environment. In this case, an input is defined as the introduction of resources into the system, thanks to which the system functions, is managed and develops, providing outputs from the system. The result can also be defined as the goal of the management system.

The elements of the management system are interconnected. The nature and quality of these links ensure the integrity of the system itself and the result of its functioning. Without effective links and interaction between individual elements, the strategic management system turns into a mechanism of separate components capable of performing simple tasks in the short term.

Therefore, the links between the elements are the subject of research, which makes it possible to understand the nature of a rather complex phenomenon - the strategic management system of enterprises. The links are diverse, characterized by their stability, the possibility of measurement and evaluation, and controllability. The links of the strategic management system are divided into direct and reverse.

The main purpose of the enterprise strategic management system in the digital economy is to ensure the coordinated effective development of all areas of the enterprise's activities, which is characterized by the effective operation of the following subsystems.

The task of the model of strategic management of telecommunications enterprises is to identify deviation trends and eliminate them before they become dangerous. Continuous adjustment of actions based on feedback is a characteristic feature of sound management. When the deviations of the actual results of the system's activities from the planned ones become too large, a situation called loss of control may occur. This means that with the existing parameters of the system, its goals are unattainable and it is necessary either to change the goal, taking into account the real capabilities of the system, or to change the system in accordance with the strategic goals [X].

According to the survey, 65% of medium-sized enterprises and 56% of small enterprises implemented digitization of management processes as subsystems of strategic management.

Digitization of the resource management subsystem with the control of the output data of the strategic management system, 54% of enterprises in the first two years of the studied period, i.e. from 2019 to 2020 and 68% for the period from 2019 to 2022, received the standards of digitization of management processes.

Qualitative analysis showed a significant interdependence between the professionalization of educational activities and strategic changes at the enterprise. It is worth noting that, according to enterprise managers, the digitalization of training demonstrated high efficiency results, preventing the loss of control over the management of the enterprise system.

Another manifestation of the development of the strategic management system of telecommunications enterprises in the conditions of digitization is the "development and digitalization of procedures related to the performance of tasks." 41% of surveyed small and medium-sized enterprises took such an initiative. Changes occurred much more often in medium-sized companies than in small ones. More than half of them (55%) developed internal procedures for the performance of tasks during the analyzed period, and half as many took up such an initiative among small entities. Therefore, the relationship between the size of the enterprise and the implementation of digitalization of business processes related to the performance of tasks is statistically significant.

Conclusion. One of the effects of the functioning of the strategic management system at an enterprise in the digital economy is to increase the formalization of its digitalization processes and create procedures that provide the best ways of operating the enterprise in which the goals of the enterprise are achieved. The proposed paradigm of strategic management of telecommunication enterprises is based on an approach to the formation of a synergistic system of situational, operational, process and strategic management to achieve the goals of the enterprise. Focusing on the system of strategic management of telecommunication enterprises in the digital economy allows forming a model of strategic management based on the paradigm of digital strategy, enterprise values and social responsibility of business. The digital strategy is based on the decomposition of goals and functions of management subsystems. The decomposition itself is carried out on the principles of transparency and sufficiency, i.e. rational separation of management types with their subsequent integration into a single system (composition) of strategic management at all levels, from the general level of a telecommunications company to self management and development of an individual telecommunications company specialist.

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САЗОНОВА СВІТЛАНА. ТЕОРЕТИЧНИЙ БАЗИС СТРАТЕГІЧНОГО УПРАВЛІННЯ ТЕЛЕКОМУНІКАЦІЙНИХ ПІДПРИЄМСТВ В УМОВАХ ЦИФРОВОЇ ЕКОНОМІКИ. Цифрова економіка базується на діяльності телекомунікаційних підприємств, що призводить до глибоких змін у побудові стратегічного управління підприємствами сьогодні, щоб ними можна було керувати в майбутньому.

Телекомунікаційним підприємствам необхідно новий теоретичний базис для побудови сучасної моделі стратегічного управління, який забезпечить: формування бази знань, визначення набору взаємопов'язаних правил диджиталізації, використання інноваційних технологій, розробку експертної системи, реалізацію цифрової системи управління для досягнення стратегічних цілей у довгостроковій перспективі.

У статті доведено, що в умовах розвитку цифрової економіки одним із ефектів системи стратегічного управління на підприємстві має стати підвищення рівня формалізації його процесів. У свою чергу, це також забезпечить процес цифровізації та створення процедур, які дозволять телекомунікаційному підприємству досягати своїх цілей найкращим чином.

Зазначено, що система стратегічного управління телекомунікаційними підприємствами в цифровій економіці дозволяє сформулювати модель стратегічного управління на основі парадигми цифрової стратегії, а також включає цінності та цілі підприємства та соціальну відповідальність бізнесу. Запропонована в статті модель стратегічного управління допоможе стабілізувати роботу телекомунікаційних підприємств у складні часи, запровадити цифрові методи стратегічного управління, використовувати штучний інтелект для прийняття та реалізації стратегічних управлінських рішень. Теоретичний базис цифрової стратегії дозволяє здійснити декомпозицію цілей і функцій підсистем управління. Сама декомпозиція здійснюється за принципами прозорості та достатності, тобто раціонального поділу видів управління з подальшим їх об'єднанням в єдину систему (композицію) стратегічного управління на всіх рівнях телекомунікаційного підприємства.

Ключові слова: стратегічне управління, цифрова стратегія, телекомунікаційні підприємства, цифрова економіка, цифровізація, цифрова трансформація.