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## ODDÍL 6. EKONOMIKA A ŘÍZENÍ PODNIKU

*§6.1 CREATIVE AND DIGITAL ECONOMY AS A STRATEGIC RESOURCE FOR INNOVATION AND VALUE CHAINS IN THE CONTEXT OF POST-WAR RECOVERY AND EUROPEAN INTEGRATION (Dankevych A., Zhytomyr Polytechnic State University)*

**Introduction.** New added value is dynamically formed in the process of testing digital technologies to maximize profit. The computational capabilities of digital tools provide a global reformatting of labor and capital markets, as well as people's consciousness. The paradigm of change includes digital innovation as a development tool, creativity as an economic force, ethics as a business norm, and sustainable development as the basis of the future.

Rapid implementation of changes (as laid down in the philosophy of digitalization in 5-10 years) requires science to develop adaptive policies. The purpose of the study was to study the theoretical aspects of the formation of the concept of creative and digital economy in the formation of value chains in the new economy (neoeconomics) as a systemic phenomenon. This requires understanding the paradigm of change and strengthening the dialogue on the concept of coexistence of subjects in the new economy.

**Results and Discussion.** The essence of the creative economy is defined as a comprehensive integration of innovations in different sectors and industries, based on an intellectual idea aimed at innovative development and increasing the efficiency of the economy and creating added value. The main philosophy is

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innovation through ideas: the use of intellectual capital; significant impact of digital technologies, focus on global markets.

The digital economy involves all-consuming digital control over all spheres of public life. Its tools provide increased efficiency of resource management, automation of business processes and development of new forms of interaction between market participants. Key components of the digital economy: Artificial Intelligence (AI), Internet of Things (IoT), Big Data, Cloud technologies. Advantages of the digital economy: Acceleration of innovation processes. Expanding access to markets and reducing barriers to business. Increasing the efficiency of production and management processes.

The combination of creative and digital economies is a key driver of innovative development. Digital tools allow you to scale creative ideas, ensuring their global availability and commercialization. Examples of integration: Using artificial intelligence to automate content creation. Online platforms for selling creative products (e.g. Etsy, Behance). Development of innovative applications and programs for visual art. Among the main digital projects implemented in Ukraine, the state service for digital services - "Diya" should be highlighted. Testing startups through grant programs and hubs. Ukraine is legally integrated into European digital legislation. Attracting foreign investment. Innovative cooperation through the Horizon Europe program, which promotes attracting foreign investment through access to European markets.

The post-industrial economy is not keeping up with the dynamics of digital transformations. The speed of change does not answer the question of whether national economies can protect themselves and their citizens in the new reality. How will the new system take into account ethical and social norms, national identity as an individual citizen and the economy as a whole. Will people be able to turn off the system or arbitrarily assess the reliability of its content and metrics



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in the event of system failures. The question of the fate of 40% of the world's population (over 1 billion people) who should be released from the economy in the next 10 years remains unanswered. On the other hand, if this does not happen, the feasibility of such radical changes is questioned.

One of the fundamental factors for the success of the creative economy is the effective management of the creation of the added value chain. It is based on the consolidation of all stages from generating ideas and developing concepts to implementing and promoting final products or services that meet the needs of the market and a specific target audience. This will contribute to the expansion of export potential through the development of the IT sector; the development of innovative entrepreneurship and the integration of Ukraine into the European digital space.

The creative value chain is a comprehensive interactive process of implementing creative industries, which takes into account all aspects of product creation and consumption, from the initial formation of an idea to its testing in the economy. Digital tools are key elements of efficiency in this chain. They allow you to systematize and interpret large volumes of data, helping companies optimize costs and form effective change strategies. The main vector of development is focused on the individual needs of consumers and forecasting market trends. At the same time, today they are unable to cover the specific risks and problems of the development of creative industries, including macroeconomic instability, corruption and the priority of management decisions in economic policy. All this complicates the integration of big data analytics into decision-making processes, resource constraints and investments in information technology. The maximum efficiency of digital tools can be achieved within the framework of the system itself.

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The UNESCO Framework for Cultural Statistics identifies the following key stages in the chain: 1) cultural idea, 2) conceptualization, 3) design, 4) production, 5) distribution and consumption. This concept assumes a closed cycle, emphasizes the uniqueness and importance of each stage, which contributes not only to the formation of innovative ideas, but also to their effective implementation in the market.

The creative economy actively contributes to the accumulation of intellectual capital. It is based on the generation of new ideas, knowledge and technologies, which are the basis for innovation. Investment in cultural and creative industries is a fundamental basis for economic growth and employment of the population. They mitigate the transnational distortions of digital change, preserving and strengthening the cultural heritage and national identity of the country.

The formation of an investment portfolio is an important aspect of the formation of the value chain within the creative economy. It includes investments in various sectors related to the creative economy, which allows diversifying risks and ensuring stable profits. Intellectual property and innovation are a source of investment and the basis of sustainable business models. The creative approach promotes international cooperation and cultural exchange, strengthening global interaction between countries, individual regions and creative industries [1].

It is noteworthy that at the current stage of intensive digitalization, which covers almost all business sectors, including creative industries, digital technologies not only contribute to the optimization of production processes and improve the quality of products and services, but also significantly expand the possibilities for interaction with the audience through digital channels and platforms. Creative analytics tools for the formation of the value chain are presented in figures (1 and 2).



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### Big data analytics

- Allows companies to: 1) collect and process large amounts of data from various sources, including social networks, websites, transaction data and other digital data. 2) identify hidden patterns, trends and correlations, predict consumer demand, improve marketing strategies. 3) make informed decisions and optimize costs

### Machine learning

- is used for automated data analysis and forecasting results, allowing you to create adaptive marketing strategies that respond to changes in consumer behavior and market conditions in real time. Improves forecast accuracy, which helps optimize marketing campaigns and increase customer satisfaction.

### Artificial Intelligence (AI)

- AI includes recommendation systems that help personalize offers for customers, chatbots to improve customer interactions, and analytics platforms that identify critical insights from large volumes of data.

### Data visualization

- helps transform complex analytical data into graphical forms (charts, graphs, and other visual representations), facilitating information exchange and effective communication between stakeholders, simplifying decision-making, understanding trends

### Social media analytics

- Allows companies to track consumer requests, analyze audience behavior, and evaluate creative brand promotion. The results of such analysis help create targeted and personalized marketing campaigns, increasing customer engagement and loyalty.

### Market segmentation

- divides the market into segments based on demographic, behavioral and other criteria, which allows you to better understand your customers and offer them appropriate products and services, increasing the effectiveness of decisions

**Figure 1.** Creative and digital analytics tools for shaping the value chain.

Source: prepared by the authors based on [2, 3] and this research

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Creative analytics tools play an important role in shaping the value chain in the new economic reality (neoeconomy). They provide data for generating ideas and making pragmatic management decisions. Big data analytics and visualization, market segmentation, machine learning and artificial intelligence provide quick understanding of a wide range of information, identify market trends, predict consumer demand and personalize offers. This contributes to cost optimization, increasing the efficiency of business processes and competitiveness of enterprises.

### Competitor analysis

- helps identify new growth opportunities and improve market positions. It also develops new approaches and strategies, taking into account market conditions and unique competitive advantages.

### Predictive Analytics

- uses statistical models and algorithms to predict future trends, marketing campaign results, and consumer behavior. Allows creative industries to plan solutions, taking into account possible changes in market conditions, and optimize resources to achieve maximum impact.

### Customer relationship management systems

- CRM systems allow you to collect, store and analyze customer data, their behavior and history of interaction with the company. They: improve customer service and increase loyalty; automate sales processes, increasing efficiency

### Internet analytics

- analyze user behavior on the website, including frequency of visits, traffic sources, transitions, etc. Optimizing web content and user interaction based on this data increases the effectiveness of digital campaign solutions and increases conversion rates

Figure 2 Creative and digital analytics tools for shaping the value chain.

Source: prepared by the authors based on [2, 3] and this research



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The economic effect of analytical tools in the value chain of creative industries lies in their ability to systematize and interpret large volumes of data, which allows businesses to make pragmatic decisions and develop strategies adapted to individual consumer needs, as well as predict market trends. Despite the benefits of digitalization and technological developments in analytics, specific risks and current challenges hinder the development of creative industries. These include macroeconomic instability, the spread of corruption and the preference for short-term solutions in economic policy, as well as problems associated with the integration of big data analytics into decision-making processes, limited resources and investments.

Conceptually, the study confirms that creative and digital analytics have the potential to significantly improve strategic management. In particular, in the context of increasing competition in global international labor and capital markets. At the same time, the need to take into account the risks associated with the integration of big data and a high level of technological and analytical competencies remain a priority for the successful implementation of these tools.

Modern tools of the creative economy are actively implemented thanks to digitalization and technological innovations [2, 3, 7, 8, 9].

1) Digital platforms have become a key tool for promoting and commercializing creative products. Marketplaces: Etsy, Behance, ArtStation are platforms where artists, designers, and other creative individuals with artificial intelligence can sell their work. Social networks: Instagram, TikTok, Pinterest help showcase creative products to a wide audience. Collaboration platforms: Fiverr, Upwork allow you to find jobs in graphic design, copywriting, web development, etc.

2) Digital content tools. Modern programs and services for creating, editing, and distributing content greatly facilitate the work of creative professionals.

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Graphic design: Adobe Creative Suite (Photoshop, Illustrator), Canva. Audiovisual content: Final Cut Pro, Adobe Premiere Pro, DaVinci Resolve. Music production: Ableton Live, FL Studio, Logic Pro.

3) Augmented (AR) and virtual (VR) reality. The first (AR) is used to create interactive products, for example in marketing, games or design. The second (VR) is used in architecture, video game development, educational programs. Example: IKEA Place is an application that allows users to preview how furniture will look in their room using AR.

4) Content monetization tools. Subscription platforms: Patreon, Substack allow creators to monetize content through subscriptions. Crowdfunding: Kickstarter, Indiegogo help raise funds for creative projects.

5) Blockchain and NFT. Blockchain: Provides transparency and copyright protection for creative works. NFT (non-fungible tokens): Used to sell unique digital assets such as paintings, music, videos. Example: Digital artists such as Beeple successfully sell their works through NFT auctions.

6) Educational platforms. The creative economy requires constant learning and skill development. Online courses: Coursera, Udemy, Skillshare offer training in design, music, marketing, etc. Interactive tools: Domestika, Procreate Learning Hub – for teaching creative techniques.

7) Gamification. Gamification tools: Using game elements in non-traditional areas (education, advertising, management). Example: Duolingo is a language learning platform that uses gamification to engage users.

8) Smart technologies (AI and IoT). Artificial intelligence (AI): Used to create creative content, for example, generating music, texts or design (OpenAI DALL-E, MidJourney). Internet of Things (IoT): Provides integration of physical devices into creative processes, for example, in "smart" studios.



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Modern tools of the creative economy provide a powerful platform for innovation, monetization of creative products and increasing work efficiency. Their integration into business models allows creative professionals and companies to be competitive in the context of digital transformation (Figure 3).

### Integration of innovations is the key to sustainable development

- The synergy of digital, creative and socio-ethical aspects ensures the creation of effective business models. At the same time, innovations should be based on social and ethical principles to build trust, environmental friendliness and sustainable development.

### Digitalization as the foundation of economic transformation

- The use of digital technologies helps automate processes and increase competitiveness.

### Creativity and economic uniqueness

- The development of creative industries creates high value-added products and stimulates innovation and employment.

### Social and ethical responsibility and focus on human capital

- Adherence to the principles of CSR and ethics creates long-term benefits and public support. Investing in education, professional development and employee well-being.

### Business adaptability as a key to success

- The ability to adapt to new trends provides a competitive advantage in the face of global change.

### Interdisciplinary approach

- The combination of technology, economics, sociology, and culture provides a comprehensive, fast-track approach to global transformation.

Figure 3. Priorities of creative and digital changes in the economy

*Source: prepared by the authors based on [4, 6, 7, 19] and this research*

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The creative and digital economy are powerful tools of innovative development that can increase the competitiveness of Ukraine in the context of digital transformation and European integration. To effectively use their potential, it is important to ensure the development of digital competencies, support for startups and cooperation with international partners.

The implementation of innovative development in the practice of enterprises in the era of digital change is based on the Internet of Things (IoT) and artificial intelligence (AI), the potential of which is designed to lead to radical changes in the economy.

The effectiveness of the implementation of digital tools is determined by the level of their relevance and adaptability at all stages of implementation. Innovative development and the creation of creative industries are not limited to the technologies themselves. This requires the development of a new digital environment and the corresponding infrastructure with a new philosophy of thinking and management. Depending on the specifics, each enterprise must choose its own integration strategy, taking into account all potential obstacles and incentives. At the same time, the main trigger is the time and speed of decision-making and data processing. The digital (immaterial) economy does this instantly (it is not burdened by anything). The classical one simply does not have time, taking into account the social and material guarantees that underlie it. The dilemma of “adapt or die” has never been so acute. The transnational subculture of the Internet of Things and AI is a challenge facing companies, society and the state regarding strategies for their effective adaptation. Understanding the consequences and effects of implementing changes is an important factor in developing a policy of interaction in the new economic environment.

The international dialogue on the regulation and use of AI has been ongoing since 2016. It has found its manifestation in the decisions of the European



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Commission of April 21, 2021 and the press release of the European Parliament of May 11, 2023. In particular, the final document proposes harmonized rules for artificial intelligence. Privacy, data security, social and ethical aspects of the use of the Internet of Things and AI are the main issues around which expert discussions are being conducted.

In Ukraine, the concept of the development of artificial intelligence until 2030 has been legally approved. Military actions have significantly accelerated the processes of implementing digital innovations. From the formation of databases for personal identification, the launch of digital currency and the development of robotic unmanned complexes. The concept covers nine areas of application of artificial intelligence, including science, cybersecurity, education, justice, economy, defense, and management. The conditions of European integration create opportunities for cooperation with European partners, exchange of experience, and implementation of innovations (Table 1).

Table 1. Paradigm of the Concept of AI Development in Ukraine until 2030

Industries	Task
Science	Stimulating scientific research and international cooperation in the field of AI and their use.
Information Security	Creation of a protected national infospace. Detection, prevention and neutralization of information threats. Data collection and constant total control over processes, events, people in real time. Formation of a network of digital innovation hubs
Cybersecurity	Improvement of legislation and creation of a modern legal framework. Development of innovative protection systems. communication, information and technological systems. Stimulating the development of domestic software.
Justice	Development of technologies in the field of justice. Implementation of advisory programs based on AI. Ensuring socially dangerous actions related to AI

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Industries	Task
Economy	Motivation to support the implementation of AI. Automation of processes and management, optimization of resources, improvement of the quality of products and services, making pragmatic decisions based on the analysis of large volumes of data in real time. Development of digital infrastructure and the service sector.
Education	General secondary education. Higher education. Development of digital literacy. Upskilling and retraining of employees, involvement of IT specialists for certification of higher education applicants.
Defense	Increasing the efficiency of military and equipment control systems, information collection and analysis, intelligence, countering cyber threats. In particular, the transition from air to ground warfare of robotic complexes.
Public Administration	Creating a list of administrative decisions based on AI.
Legal Regulation and Ethics	Harmonization of the principles of using AI with legislation. Identification of legal issues related to the use of AI.

Source: prepared by the authors based on [3, 4, 9, 10, 14, 20, 24 ] and this research

The implementation of the concept of artificial intelligence development by 2030 in Ukraine will contribute to adaptation to the modern challenges of the global digital economy. For Ukraine, which is in a state of war, experiencing a significant outflow of population and labor, active digitalization at this stage is extremely important. These technologies can become a catalyst for attracting investments, increasing defense capabilities in conditions of small budgets, developing high-tech industries and creating new jobs. The introduction of the Internet of Things and AI will contribute to increasing the efficiency of public administration and defense, improving the quality of services provided to the population, and strengthening Ukraine's positions in the international arena. An important place in this context belongs to international cooperation, in particular at



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the university level. Thus, cooperation between domestic universities within the framework of the European Union Framework Program for Research and Innovation "Horizon Europe", "Digital Europe" has become widespread.

In justice, despite conservatism, since 2016, AI elements have been used to increase efficiency in overcoming routine and making decisions in simple cases and disputes of insignificant value. In particular, in 2017, China switched from a simple application "Smart Court" to online courts in a mobile application where the judge is replaced by (AI). In the UK, 80% of disputes are resolved online. In 2018, the European Union adopted the "European Charter of Ethics on the Use of Artificial Intelligence in Judicial Systems". In Ukraine, the introduction of digital office management has become widespread. The applications "Diya" and the ESITS system have been developed as elements of online justice.

The formation of a new digital reality is taking place too quickly compared to the pace of its understanding by the population, productive forces, production potential, society and entire countries in general. Since the Internet of Things (IoT) and artificial intelligence (AI) are radically changing traditional ways of doing business. And the realization of the potential of these technologies, their integration is uneven, most areas remain unprepared for their effective use. This happens not only at the stage of technical implementation, but also at the stage of adapting business models and optimizing business processes.

On the one hand, you can use the advantages of digital technologies and this is logical and effective. On the other hand, all the information that you enter into the system and process using this tool is automatically treated as created using (AI). In essence, there is a loss of copyright to the idea. This is not a computing machine that helped you make calculations. This is an eco-system that, in the form of payment for an upgrade, appropriates your ideas for itself and imposes its digital sign on them. And so, it is a matter of time when the system will learn and will

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itself form consumer demand and supply, culture and norms of morality and behavior. Currently, it is absorbing the market, accumulating databases, because its effectiveness is determined by the completeness of coverage and control.

The system learns, lulls humanity to the development of critical thinking, tries to be creative. Along the way, an entire industry grows for its implementation and support. So, at the moment, in testing mode, everything seems formal. A person gets the opportunity to get rid of the routine of calculations, increase their efficiency, and gain time. On the other hand, everything that is entered into the system, in particular chatgpt, accumulates in it and is subsequently interpreted as something that was created or processed by the system.

Cybersecurity today is not slang from a blockbuster - it is a way to survive and protect yourself in a new reality. No one knows for sure how a digital system will use your personal data and the information you research or process or store with its help. But it is already clear that the creativity that each of us shares with the system - it appropriates in one way or another. If the system records information at the level of a simple correction of the list of literary sources for an article, how safe is working in it when it comes to healthcare, critical infrastructure, industry, defense, especially in times of war? If the corporation that owns this technology is your enemy or simply trades it for profit. The litmus test is Russia's war against Ukraine, where digital technologies have escalated the confrontation to the maximum, and information has become a weapon. The drone war from the air is turning into a robot war on the ground. In fact, the number of deaths is increasing, and digital technologies are developing exponentially.

The war has shown. A digital country in a phone sounds great. But if the enemy has real-time access to the system and can see the number of a specific tank and geolocation where diesel fuel was brought 5 minutes ago (vitaly necessary to meet the needs of critical infrastructure in the deep rear hundreds of kilometers



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from the contact line) and instantly destroys it with aviation - other approaches are needed here. Today, every soldier with a phone on the front line of contact is already a potential target. The term "Kill zone" is in circulation. This is an area within 0.5 to 30 km on the contact line where aerial drones dominate and ground warfare begins. A year ago it was formed in a corridor within 10 km and ground UAVs were seen at exhibitions or pictures, but today it is already commonplace. The scaling and speed of coverage of military digital technologies are enormous. The war revealed the effectiveness, unlimited potential and cheapness of UAVs. This is a weapon of the future, the potential of which is only being revealed in both military operations and logistics.

The effects of using digital tools in work are obvious. Quick solutions in real time. Why study for 5 years at university if you can get everything at once. But what are you left with when the task is completed or the algorithm is solved using this toolkit both at the micro and macro levels? Today it looks like just a one-time refueling of the engine. That is, you burn out by sharing information, and the system feeds on your content and generates a margin on it. Digital burnout is the payment for the effects of digital content that society faces and the only cure for which is to limit its consumption. At the same time, the issues of manipulation of consciousness, failures in the system, which you are powerless to refute because arbitration is equally for AI, do not go away. Even if the system admits a mistake, it does not bear any responsibility for the consequences of its actions, which a couple of minutes ago were a dogma to be performed. You either work in a new reality or return to the industrial economy with internal combustion engines 50 years ago.

Yes, in the race for speed with the digital, we are developing new strategies for adapting and integrating these technologies. The state is trying to provide support for the development of innovative technologies and infrastructure for the

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use of IoT and AI (financial, legislative, creation of high-speed communication networks and data processing centers, investments in education and training). On the other hand, the influence of the state is indirect, since the main servers and regulations of work algorithms are declared from the outside and are not limited to national borders. Military actions have accelerated these processes and given them a progressive nature. Controlled or artificial chaos, especially scalable, is an element of testing the capabilities of the system for the purpose of self-enrichment.

Changing labor legislation and replacing up to 40% of the working population of the planet with digital technologies or robots raises concerns about the unpredictability of social consequences. In this context, the question arises. How, under time constraints (5 to 10 years are allocated for transformation), to develop policies and programs that will promote balanced and fair implementation of innovations. How to strengthen the positions of national economies and local governments in confronting the corporate business interests of transnational corporations.

In education, what remains is the reduction of curricula in specialties that are losing relevance in the new conditions. In particular, for example, in Ukraine, the specialty "Enterprise Economics", which was basic in industrial economics, was removed from the educational process and replaced with "International Economics". That is, at the basic level, the sphere of production is being replaced by the sphere of services. There is a gradual reduction and unification of educational institutions, scientific institutions that are losing their relevance. The logic is ironclad, why science if AI can teach everything much faster and with less cost. At this pace, AI will do everything for AI and for the sake of AI. People in this scheme are superfluous. Elites are trying to distance themselves from their own country and integrate into transnational chains of added value formation.

The agro-industrial sector is a key component of the economy, where the duration of production cycles is quite long, and the economics of production are



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associated with working with living organisms. Yes, digital technologies contribute to precision farming, agro-scouting has become widespread, which helps to optimize supply chains and plan receipts and future market trends, which is critically important for the stability of food security and making informed management decisions. The Internet of Things helps in resource management, but the barriers to integration are significant. These are technical limitations, in particular the lack of developed algorithms for working with living organisms, in particular in agriculture (plant growing), where the system generates new algorithms of actions each time, which are not always acceptable.

At the same time, the algorithms for checking the system are not available to the majority and are usually set by developers at the transnational level. Which in turn leads to the erasure of borders, the identity of peoples and cultures, the unification of norms of behavior and consumption. In these conditions, creativity is the only thing inherent in people and in which their uniqueness and strength are currently being leveled. After all, tomorrow, any product, good, or service you produce can be copied, improved, marked with a digital AI tag, as if it was processed with its help. And at the same time, the number will do it in the shortest possible time. Will the human mind be able to win speed races with a machine? What consequences can this lead to? Is it worth doing it and how long will humanity last? Questions to which there are no answers today. Moreover, the right of the strongest, not the right of the law, is beginning to dominate in the world. What price will the system ask for its services when it accumulates a sufficient amount of knowledge to control all processes on the planet and what place is given to people in it. After all, existence outside the system, in a digital society, will become impossible from the point of view of life and the enjoyment of elementary services: from utilities to access to property, medicine, education, and food.

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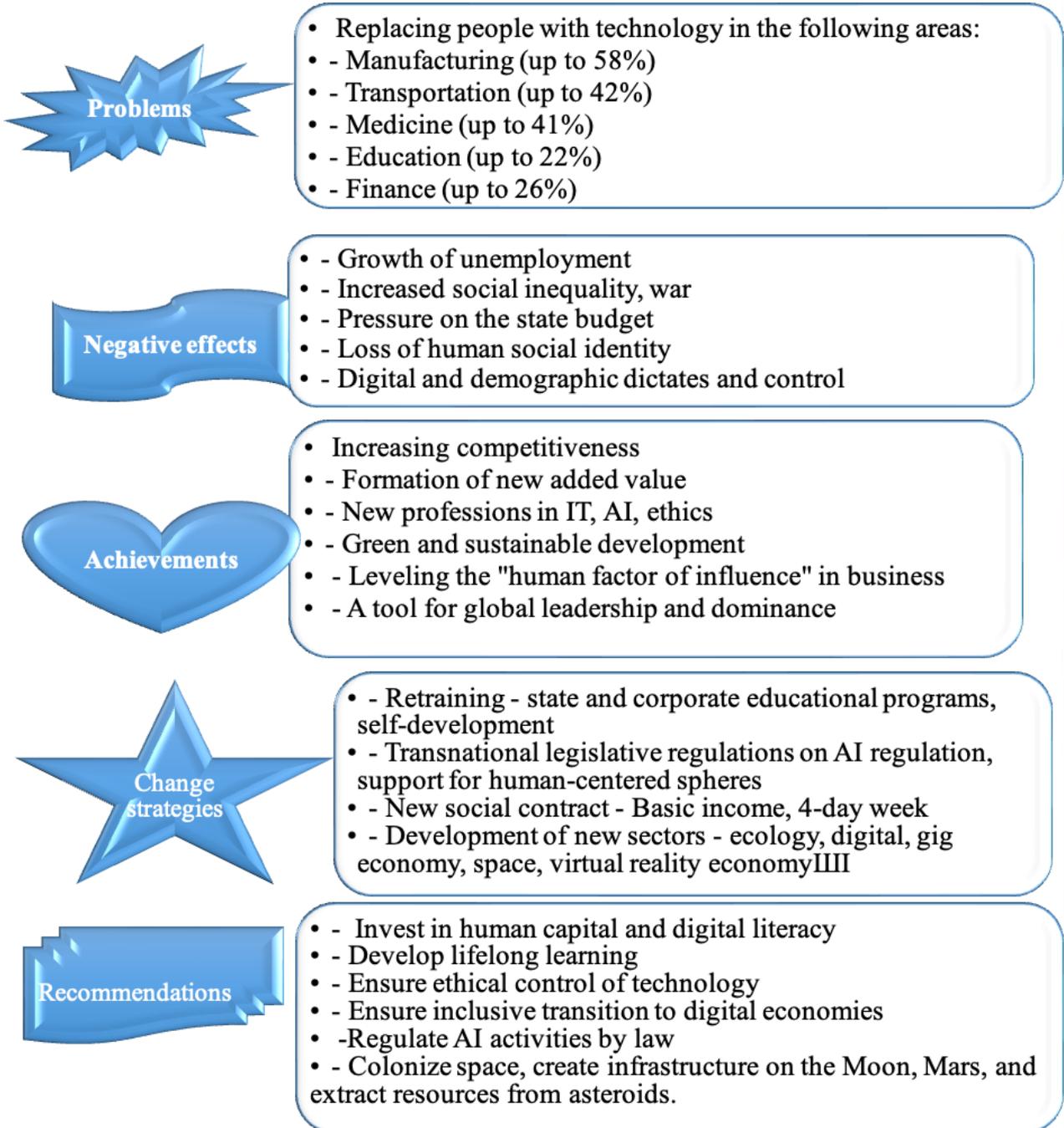


Figure 4. Strategic determinants of economic development in conditions of change

Source: prepared by the authors based on [9, 13,14,25 28, 34, 35, 36 ] and this research



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The Internet of Things and artificial intelligence allow you to optimize supply chains, predict market trends and improve the service sector, and, accordingly, the competitiveness and efficiency of business. Digital transformation is held back by the lack of coordinated action on the part of national economies, business, the scientific community and the public. Corporate business interests contradict the life of local communities. Globalism allows you to level the advantages of creativity and technological production capabilities both in terms of scale and quality. Patent law, which was the key to the industrial revolutions from the 18th to the 20th centuries, is changing radically. Protecting your authenticity is becoming increasingly difficult, as any chatbot will tell you.

The use of the Internet of Things and artificial intelligence in the process of integration into European markets plays a crucial role in ensuring compliance with European standards and increasing the investment attractiveness of enterprises.

The world is moving from material production to a knowledge economy, digital solutions and flexible models. Man and the "digital" (IoT and AI) have their strengths and weaknesses. Digital is a powerful tool for analysis, speed and automation. Man remains unique due to his feelings, creativity and freedom of choice. Even in the world of technology, it is emotions, art and unconventional thinking that make man irreplaceable, provided that he will mentally work on his self-development [4].

In our opinion, the number is a tool, and the man is the creator. And even in a world dominated by technology, it is primarily the man who determines which algorithms will be embedded in the number and which safeguards will be applied, including ethical ones. This concept should be implemented in the paradigm of a wide range of participants. The key ones should be “consumer-company-product-society-state”. This composition is because there are factors that are beyond the

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control of an individual, and the scale of AI application is transnational in nature (Figure 5.)

The methodology for assessing the investment capacity of food supply chains involves analyzing the ability of enterprises to attract capital, their financial stability and the effectiveness of implementing innovations. The use of AI and IoT in this process allows for automated analysis of big data (Big Data), predicting economic risks and assessing the level of investment efficiency. This helps reduce uncertainty for potential investors and provides enterprises with better access to financial resources [22].

IoT is a key technology for collecting and analyzing information in real time. Thanks to the implementation of sensor networks, enterprises can monitor soil conditions, control the microclimate in storage facilities, track product transportation conditions and ensure continuous quality control. This increases the level of compliance of products with international safety standards and opens up new opportunities for the export of Ukrainian food products [6].

The integration of IoT and AI into the system for assessing the innovative potential of enterprises allows us to determine the level of digital transformation of companies, assess their readiness to adapt advanced technologies, and implement advanced business process management models. AI can automate decision-making processes, increasing the accuracy of financial forecasts and the effectiveness of investment strategies [7].



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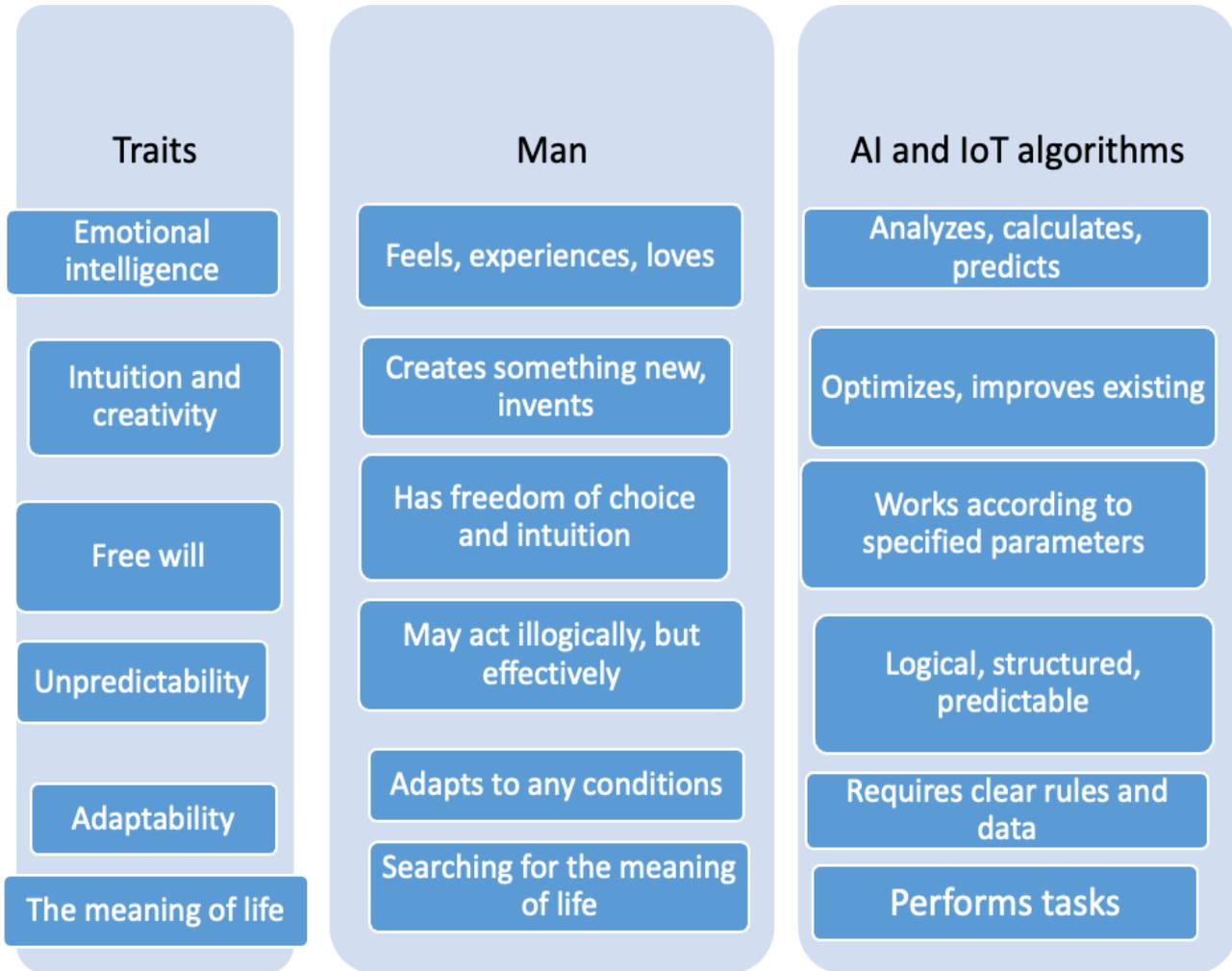


Figure 5. Determinants of human potential and AI.

Source: prepared by the authors based on [29, 32, 33, 34 ] and this research

One of the key areas of use of the Internet of Things (IoT) in food supply chains is the digitalization of logistics processes. Intelligent transport systems connected to IoT provide optimization of supply routes, monitoring of product status during transportation, and automated inventory control in warehouses. This reduces costs, minimizes product losses, and increases the operational efficiency of enterprises.

Artificial intelligence is also widely used in precision agriculture, which is an important component of modern agricultural production. Using satellite data, AI

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algorithms are able to analyze soil conditions, predict yields, and determine the need for fertilizers and water, which helps reduce resource consumption and increase the environmental sustainability of agricultural production. Agroscouting is a tool for diagnosing the condition of the land plot and the quality of field work. It is a source of operational information in real time for prompt management decision-making and planning. Agroscouting allows you to set up an indicative budgeting system, when production and financial decisions are based on real data from the fields.

In the context of European integration, digital solutions, in particular IoT and AI, contribute to increasing the level of compliance of Ukrainian enterprises with EU requirements. Thanks to the automation of product quality control and the digitalization of food safety management systems, companies can effectively comply with HACCP, ISO 22000 and GLOBALG.A.P. standards, which are mandatory for entering European markets [30].

The introduction of the Internet of Things and AI also contributes to the development of product tracking systems, which is an important factor in ensuring trust from international partners and consumers. Blockchain solutions combined with the Internet of Things allow for a detailed history of the movement of products from the manufacturer to the end consumer, which increases the transparency of supply chains.

The methodology for assessing the innovative potential also involves analyzing the level of integration of digital technologies into production processes, assessing the digital maturity of enterprises, as well as the level of use of AI tools to increase productivity. The use of AI for analyzing financial data reduces investor risks and increases the level of trust in enterprises seeking financing. Digital technologies also open up new opportunities for expanding the export potential of Ukrainian food enterprises. The use of AI for analyzing international



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markets, assessing the competitive environment, and forecasting demand contributes to the development of effective export strategies and increases the investment attractiveness of enterprises [2, 6, 9].

Innovative developments based on AI contribute to the creation of “smart farms” that use automated systems to manage production processes. This ensures increased productivity, reduced costs and the implementation of sustainable practices that meet modern European requirements for agriculture [30, 35].

Artificial intelligence also allows enterprises to effectively manage risks associated with climate change, market price fluctuations and financial crises. AI algorithms can analyze historical data, predict possible risks and develop adaptive strategies for the sustainable development of enterprises. The Internet of Things and artificial intelligence play a key role in implementing innovative development in enterprises in the era of digital changes in the economy. They contribute to automation, increasing efficiency and adapting businesses to changing market conditions. To fully use these technologies, it is necessary to address cybersecurity issues, ensure infrastructure availability and increase staff digital literacy.

Today, digitalization is changing all areas of life: from artificial intelligence to work automation. Creativity can help humanity find a place in a new world where creativity and technology coexist.

Artificial intelligence changes the content of our work - it eliminates routine on the one hand, and on the other, it requires us to invest in self-development, adapt, and think more strategically. That is, it is not work that changes, but its content. In this context, creative industries and digitalization are not a struggle, but a potential symbiosis. Humanity will not escape numbers, but creativity will determine how we use them - for good or for harm. And most importantly: as long as people are able to feel, think critically, and create something unique, they have a future [7, 9].

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Studies by many scientists indicate that society has about five years to develop mechanisms for adapting to the new digital reality. Full adaptation to digital reality can take from 20 to 50 years, depending on the pace of technological development and society's ability to change [2, 3, 20, 22, 24]. At the same time, digital solutions are seen as being implemented in business practice today (within the next 5 years), while government institutions and society are more conservative and are only starting to think about it.

The success of humanity depends on its ability to self-develop and adapt to new conditions. This concept involves: strengthening interdisciplinary dialogue between economists, philosophers and sociologists; forming practical recommendations for business and public policy based on ethical principles; increasing the legal awareness of society, changing people's mentality, forming socio-economic thinking and the mentality of society; forming a system of incentives to promote learning and ethical behavior through a holistic system of laws and regulations that regulate the activities of business and society.

In our opinion, humanity, thanks to the tools of creativity, can adapt in a new world where creativity and technology coexist. Everything that does not kill us makes us stronger. War kills today. Digital technologies help to survive. Digital intelligence, on the one hand, eliminates routine, and on the other, requires investment in self-development, adaptation and more strategic thinking. That is, it is not work that changes, but its content. In this context, creative industries and digital technologies are not a struggle, but a potential symbiosis. Humanity will not escape the thirst for additional earnings. Digitalization as a chain of new added value has no alternative. However, it is the creative intelligence of people today that determines how to use it, for good or for harm. The ability of people to feel, think critically and create unique things gives hope for the future.



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The formation of added value is a labor-intensive and thankless task. Digital solutions are replacing the institutions of the material-industrial economy. The speed and ambiguity of their implementation raise fears of social upheaval. Along with economic efficiency and environmental friendliness, there is uncertainty about the loss of income for a significant part of the population. Responsibility for the results of the uncontrolled introduction of neural networks remains in question. At the same time, people are the creators of change. It is people, first of all, who determine which algorithms will be built into the digital world and which self-preservation measures will be applied. For ethical reasons, there is a clear awareness of the need to involve the widest possible range of participants, namely "consumer-company-product-society-state", in order to avoid social conflicts and build a humane symbiosis of coexistence in a new reality. In which the unique features of human potential: creativity, emotions, development of critical thinking, art and freedom of choice, will be supplemented by digital tools of neural networks. This will allow a person to remain authentic and adapt to new realities.

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