

The value of knowledge largely depends on its availability. Open sources of knowledge, such as scientific publications, online courses and information platforms, make knowledge available to a wide range of people, which facilitates its dissemination and practical application. At the same time, the value of knowledge can be related to the protection of intellectual property [2].

Thus, the value of knowledge is determined not only by its content, but also by how it is used, distributed, integrated with other knowledge and transformed into practical results. For successful implementation of cooperation between all participants of the innovation ecosystem, it is necessary to take into account the key aspects that arise during the formation of the value of knowledge.

Technological platforms play an important role in such interaction, which should be considered as a mechanism for effective cooperation of all participants of the innovation ecosystem, whose activities are aimed at the creation and commercialization of innovative developments. For Ukraine, the use of technological platforms is justified, since the economy is characterized by a high level of competition, a low level of technological development, management inefficiency, and import substitution of technologies. Therefore, the use of technological platforms should be aimed at ensuring effective interaction between developers of innovations and representatives of the real sector. At the same time, important attention should be paid to the normative and legal protection of intellectual property rights, taking into account modern realities of development of digital technologies. The state should be interested in development and commercialization of innovative developments in the middle of the country and promote the development of intellectual potential.

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Transformation of enterprises through digital innovations: economic benefits and risks

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Today, the world is undergoing transformations associated with the realization of Industry 4.0 — a global initiative adopted at the World Economic Forum in 2014. It aims to accelerate technological transformations, integrate production, and reduce management costs. The transition to Industry 4.0 requires the modernization of industrial systems using innovative, sustainable solutions. In recent years, digital technologies such as the Internet of Things (IoT), big data, robotics, blockchain, artificial intelligence, augmented reality, and rapid prototyping have been actively introduced into production processes in leading countries. [1]

For instance, 72% of companies plan to use artificial intelligence by 2024, a significant increase compared to 20% in 2017. [2] In Ukraine, this trend is also gaining momentum due to the development of the IT sector and government initiatives in the field of digitization.

Ukraine's performance in implementing digital innovations remains relatively low. According to 2021 indicators, Ukraine shows weak positions in key ICT infrastructure indicators. [1] This

highlights the urgent need to accelerate the implementation of digital innovations in Ukrainian enterprises to remain competitive in global markets.

As with any transformation, the introduction of digital technologies brings both economic benefits and risks. Below are the key benefits and risks in the context of Ukrainian enterprises.

Table 1 – Economic Benefits of Digital Innovations Implementation

Benefit	Description
Increased enterprise efficiency	The implementation of digital technologies automates business processes, reducing manual labor costs and improving operational efficiency. In Ukraine, many companies have already implemented Enterprise Resource Planning (ERP) and Customer Relationship Management (CRM) systems, allowing to optimize processes and enhance productivity.
Improved decision-making	The use of data analytics and artificial intelligence allows Ukrainian enterprises to make more informed and faster management decisions. For example, banks and financial institutions actively utilize big data for credit risk assessment and fraud detection.
Development of new business models	Digital transformation enables the creation of innovative business models. E-commerce is actively developing in Ukraine, allowing enterprises to access national and international markets. Platforms such as Rozetka and Prom.ua have become leaders in online trade, enabling SMEs to sell their products through these platforms.
Enhanced customer interaction	Digital communication channels, such as social media and mobile applications, enable Ukrainian companies to provide personalized services and maintain close connections with customers, fostering loyalty and increasing sales.
Adaptability to market changes	Digital technologies enable enterprises to respond more quickly to market changes and adapt their strategies. Under the unstable economic conditions in Ukraine, this is critical for ensuring business resilience.

At the same time, the implementation of digital innovations carries certain risks. Another study highlights that despite the high level of digital and AI transformation adoption in large enterprises, only 31% achieved the expected revenue growth, and 25% realized the anticipated cost savings from these efforts. [3]

Table 2 – Potential Risks of Digital Innovations Implementation

Risk	Description
Significant investment requirements	Many Ukrainian enterprises, particularly small and medium-sized ones, face limited financial resources, complicating investments in new technologies. Additionally, the lack of access to affordable credit resources may slow down the digitization process.
Cybersecurity	Ukraine is one of the countries most affected by cyberattacks, such as the NotPetya virus attack in 2017. Enterprises face high risks of data loss and breaches of information confidentiality, which could result in financial losses and loss of customer trust.
Legislative barriers and regulations	The insufficient harmonization of Ukrainian legislation with European standards in the digital economy may create obstacles for business development. Specifically, the regulation of artificial intelligence usage remains undeveloped, while the EU plans to introduce corresponding regulations by 2025.
Resistance to change and lack of skilled personnel	The introduction of new technologies requires changes in organizational culture and the availability of qualified personnel. Ukraine experiences a shortage of IT specialists, complicating the digital transformation process.
Economic and political instability	The unstable economic situation and military aggression by the Russian Federation create additional risks for businesses, making it difficult to attract investments for digital innovation implementation.

Given the above, enterprises must take a balanced approach to evaluating the benefits and risks of integrating digital technologies into their business models. Drawing on the experience of implementing similar solutions in their and other industries, businesses should develop a detailed implementation strategy. Developing effective digitization strategies, investing in cybersecurity, training personnel, and actively cooperating with government bodies can help maximize the benefits of digital transformation and strengthen the competitive positions of Ukrainian enterprises in the global market.

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THE ROLE OF THE SCIENTIFIC AND INNOVATIVE ECOSYSTEM IN THE PROCESSES OF SUSTAINABLE TRANSFORMATION OF THE UNIVERSITY

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Current processes of socio-economic development are characterized by significant dynamism of intra-systemic transformations in the work of economic structures of various levels and organizational forms [1]. This is manifested in the natural development and change of the main driving forces of economic growth, including factors that contribute to the formation and further successful development of scientific and innovative ecosystems, the basis of which are universities. To maintain competitiveness in new operating conditions, universities need to introduce innovative technologies that will contribute to modernization of higher education. Considering changing business models and their rapid development, it can be said that most enterprises direct their activities to innovative developments. At the same time, an important role is played by formation of modern innovation ecosystem, which contributes to rapid implementation of scientific developments, including their commercialization. In the international aspect, the practice of involving the university community in innovative developments is developed, which in the synergistic ecosystem is explained by the following aspects:

- the main field of activity of universities is the implementation of knowledge and skills in practical activities;
- there is an urgent need to combine practical and theoretical knowledge and skills of future specialists;
- concentration of creative innovators in universities;
- available various schools, disciplines, and approaches that provide comprehensive assessment of innovative processes.

Universities should become a platform for the meeting between innovators and business, for participation by developing research and analytical materials to create innovative products. Universities have their own innovation ecosystem, which is formed based on the environment in which the participants of the innovation process interact to create and implement innovative products.