

ARTIFICIAL INTELLIGENCE: AN ERA OF NEW THREATS OR OPPORTUNITIES?

Monograph

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1. EMERGING PARADIGMS: THE FUSION OF AI AND ECOSYSTEMS IN BUSINESS

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Under rapid technological advancement, the influence of artificial intelligence (AI) on companies' business models has emerged as a transformative force reshaping the fundamental fabric of organizations and promoting new forms of business activity coordination. The convergence of cutting-edge technologies and innovative business strategies is propelling companies into unknown domains, transcending traditional operational paradigms and unveiling new frontiers of value creation.

This research delves deep into the complex interplay between artificial intelligence, digital operating models, and business digital ecosystems. With AI poised to revolutionize decision-making, automation, and customer engagement, digital operating models acting as the structural backbone of organizational operations, and business digital ecosystems fostering collaborative synergies, understanding how these elements interact and influence each other has become pivotal for businesses striving to remain competitive in today's fast-paced environment.

As evidenced by the literature review on the topic of our study, researchers delve into various dimensions of AI's integration into business operations. Their studies encompass investigating the symbiotic relationship between AI and business ecosystems, particularly in the context of digital transformation. Scholars like A. Kindler, J. Moore, A. Fletcher, M. Jacobides, M. van Alstine, M. Koch, D. Kromer, Pidun U., Reeves M., and Schüssler M. J. Coufano, M. Ianciti, K. Lakhani, S. Gupta, and others, have illuminated these facets.

Their research explores how AI influences business models, spurring a paradigm shift towards more adaptive and data-driven strategies. Moreover, these inquiries examine the intricate ways AI augments ecosystem design and restructuring and how it redefines the positioning of businesses within these dynamic landscapes.

As AI gains prominence, researchers are extending their focus to explore innovative methods for harnessing AI in orchestrating services within business ecosystems. Their investigations study how AI optimizes processes, enhances decision-making, and propels innovation in these interconnected networks. Significantly, researchers analyze the models of digital business ecosystems through the lens of AI's transformative potential and inspect how AI impacts market dynamics, enabling ecosystem companies to align their offerings with ever-evolving customer preferences. The intersection of AI and business ecosystems serves as a

critical nexus for exploring new avenues of growth and differentiation. As this field advances, it underscores the imperative for businesses to embrace AI-driven strategies to navigate the complexities of digital business ecosystems effectively.

Modern digital technologies are progressively erasing the traditional boundaries of economic sectors, including industries, agriculture, transport, communications, and finance. In particular, the advent of artificial intelligence (AI) is catalyzing transformations in the business model (determining the company's value proposition to customers, offerings, and revenue generation) and the operational model (how enterprises achieve their customer value proposition and income monetization). The outlined changes form a new organizational model. Let us consider its theoretical basis.

A characteristic feature of the organization is to ensure coordination and form a hierarchy in the motivations of participants to unite them into a system that ensures the speed of decision-making and the effectiveness of their implementation. That is, the organization uses the interdependence of the motivations of its members, revealing in this way the interdependence of their functions. A firm is a particular case of an economic organization.

C. Menard [1], within the framework of organization theory, observes that a firm gauges its economic success by increasing its activity volume and being able to replace the market. The final criterion of a firm's effectiveness involves the impact of the organization on its environment: an effective organization changes the external environment to its advantage.

The Coase Theorem explains the limits to growth that baffle many companies, large and small. A company can grow if its internal costs, including all costs, are lower than its external costs. Once internal costs equal or exceed external costs, the company will reach a point of diminishing returns and stop expanding.

New digital technologies increase the pressure associated with the Coase theorem by reducing external costs. Some observers believe that these technologies will put an end to large companies. Search engines, for example, have made it much easier and cheaper to obtain information than in the past and thus destroyed the advantage previously held by large companies with extensive resources.

However, digitization also reduces internal costs for companies that use technology effectively. It changed the economics of internal organization. For example, cloud services provide high levels of performance without the need for staffing and high capital investment when temporary expansion is required. Amazon, Microsoft, and Google web services have already capitalized on this trend, and such services are likely to proliferate. Some companies are already building technological platforms that link all parts of their enterprise and production chains to achieve lower costs than previous IT projects.

As digitization continues, transaction costs will continue to fall. This process will influence decisions about retaining activities within the organization and outsourcing others to the contractor. Some processes that used to be cheaper within companies will become more expensive, like research and development support. Meanwhile, things that used to be profitable to outsource, such as HR and training,

may become less expensive internally because simplification of hierarchies allows for less formal (and therefore less expensive) HR management and recruiting. However, the basic equation will remain the same: the lower the company's internal costs compared to its external costs, the more likely it is to grow [2].

The next concept which explains the nature of the new organizational model is the concept of modularity, developed by Harvard Business School professors Carlisse Baldwin and Kim Clark in the late 1990s [3]. They noted that modularity, or modular design, was a crucial factor in the speed of innovation. Companies use modularity in software development, automotive design, and other engineering aspects. Thanks to it, a complex technological design penetrates many functionally relevant components - standardized, where standardization is required, and individually designed, where differentiation is necessary.

The concept of modularity also applies to companies. Modular organizations can innovate faster than others because the slowest divisions or products do not hamper their R&D pace. For instance, the Amazon company has created a structure that allows it to offer a wide range of products at a lower cost than its competitors. This structure lets the online retailer masterfully enter new industries and develops new offerings, including its modular Amazon Cloud infrastructure.

The organization can achieve modularity by creating separate research laboratories without isolating each other. However, it requires attention to the structure of the R&D activity: making some processes and practices generic (such as procurement of materials and the use of cloud-based software platforms) and others completely isolated (such as unique features of hardware and software that should not be shared with competitors). Today, as businesses go from analogue to digital, modularity is essential because speed and flexibility are essential.

In general, these theories¹ explain the choice of organizational structure, ways of cooperation, and distribution of functions and resources, which are essential components for the successful functioning of digital business models and will determine the internal architecture of companies. Now, we will consider the changes in a company's business model and operating model that integrates artificial intelligence into creating value for its clients. The degree and extent of digital technologies integration within the firm's business model distinguish between digitally enhanced and digitally enabled business models.

As G. Coufano [4] notes, a digitally-enhanced business model refers to a model in which digital technologies are integrated into existing processes, operations, or products to improve specific aspects of the business. In this context, digital tools augment or improve certain functions without necessarily undergoing a complete transformation. It focuses on leveraging digital capabilities to optimise efficiency, productivity, or customer experience within the existing framework.

¹ In addition to the ones we have considered, several other theories are essential for understanding and analyzing the dynamics of the digital economy. Network effects, platform economics, information asymmetry, and innovation diffusion theories provide insights into how digital technologies, platforms, and ecosystems shape economic activities, business models, and societal changes.

At the same time a digitally-enabled business model goes beyond enhancement by incorporating digital technologies as a fundamental and strategic component of the entire business model. It involves a more comprehensive transformation of how the business operates, serves customers, and creates value. Digital capabilities are deeply integrated throughout various functions, resulting in a holistic rethinking of processes, products, and services. This approach fully leverages digital technologies to create new opportunities, explore innovative revenue streams, and disrupt traditional business paradigms.

In summary, the primary difference lies in the scope and depth of integration of digital technologies within the business model. Digitally enhanced models focus on improving specific areas, while digitally enabled models involve a more profound shift in how the business functions and interacts with its environment. Both approaches acknowledge the importance of digital transformation, but the extent of change and impact on the overall business strategy sets them apart.

Generally, as M. Iansiti and K. Lakhany define in [5], the task of the operating model is to create profitable offers at the correct scale (the volume of production of goods and services, the number of clients served by the firm), to achieve a significant scale (the range of activities that the firm performs), and to respond to changes by resorting to appropriate training (the firm's operational ability to improve and innovate). For a long time, operational strategy researchers believe the firm achieves efficiency in its activities by coordinating its strategy and operations to implement it, specifically when the operational and business models are coherent.

Expanding one of the three dimensions of the company's operational activity complicates its operating model, making its management even more difficult. Such a limitation constrains the company's activities concerning its ability to generate profitable client offers and secure funds. Embedding digital technologies in the process of creating value for the customer allows the company to overcome these limitations, achieving a new level of scaling, significantly greater scope and learning opportunities, and faster adapting to the turbulent external business environment.

The digitized operating model emerges from the company's transformation of the crucial path for delivering value to customers, employing software or data-based algorithms to replace human labour as the constraining factor in the company's operational growth. The marginal cost of serving an additional user in many digital networks approaches zero, except for certain additional costs of computing power in cloud environments. These aspects make it easier to scale the digital operating model. Limitations to the company's growth are much less dependent on people and organizational obstacles because most operational complications can be solved through software and analytics and the involvement of third-party partners from the company's existing network of partners.

The digital operating model is also changing the firm's architecture thanks to the modularity of digital technologies [2;3], which enables the rapid adjustment of business relationships. The digitized process can be easily connected to external partner networks and providers to create additional value for the company's client. That is, digital processes are multifaceted. Also, the digitization of the operating

model can create opportunities for rapid learning and innovation. The variety of accumulated data and their quality processing allow, for example, to personalize the application or introduce innovations in developing new products. Thanks to the digitized operating model, the need for many employees and bureaucratic procedures is reduced.

As it is noted [5] in a digital operating model, employees do not provide a service or product. However, they design and control software automation, overseeing a digital organization driven by algorithms that deliver the goods. Constraints on growth are transferred to the technology layer or the ecosystem of partners and suppliers.

Ecosystems in the business realm, especially within the digital domain, are gaining increasing significance due to transformative shifts in the economy, propelled by the following factors. First, regulatory changes and the wave of digital transformation have blurred the distinctions between goods and services. Secondly, the abrogation of legal documents has nullified exclusive privileges previously held by specific firms to cater to client needs. Third, modern technologies have revolutionized firms' capacity to serve their clientele. The prevalence of mobile devices and the Internet's pervasive influence on consumer behaviour have expanded the avenues for connecting formerly disparate goods and services, amplifying the impacts of the initial two factors [6].

Considering these transformative developments, individual firms frequently find themselves unable to autonomously create all the components of a comprehensive offering tailored to client needs, let alone experiment with diverse combinations of these elements across various markets. In fact, in numerous sectors, the firm, and even the industry, no longer serve as distinct units for strategic analysis.

In this context it is necessary to incorporate a universally accepted definition of a business ecosystem. However, R. Adner [7] distinguishes two primary approaches to investigating ecosystems: 1) the affiliation approach; and 2) the structural approach. Under the scope of the first approach, researchers perceive an ecosystem as a community of interconnected actors, wherein the pivotal element is the intricate network of relationships. Ecosystems manifest in the economic landscape due to the diminishing boundaries among conventional industries, leading to amplified interdependencies and symbiotic interactions among participants throughout the value-creation process. The second approach, conversely, regards the ecosystem as a configuration of diverse activities intended to generate consumer value. In this perspective, participants deliberately organize ecosystems to achieve shared objectives, bringing them to fruition through a carefully devised business strategy.

Consequently, our research primarily focuses on the second approach to interpreting business ecosystems, framed as a conscious strategic choice for collaborative value creation with other participants in the market. We will use digital business ecosystems rooted in information, communication, and digital technologies to illustrate this approach.

In 2002, the General Directorate of the Information Society of the European Commission conducted studies that marked one of the initial attempts to conceptualize the digital business ecosystem [8]. They defined the digital business

ecosystem as an outcome of socioeconomic development driven by information and communication technologies. Simultaneously, they emphasized the co-evolution of the tangible business ecosystem (a community of producers, suppliers, and consumers) and its technological counterpart, the digital ecosystem. This relevance was particularly notable in markets characterized by high fragmentation, including those within the European Union.

Subsequently, the concept gained traction during discussions at the World Economic Forum in Davos [9]. Notably, the forum featured the presentation of an analytical report titled "Platforms and Ecosystems: Enabling Opportunities for the Digital Economy." This report defined the digital business ecosystem: as a community of organizations engaged in mutual interactions facilitated by digital technologies, primarily operating based on modularity principles, and characterized by a non-hierarchical management approach (in contrast to the traditional supply chain model).

The consulting firm Gartner Research [10] delineates a digital business ecosystem as an interdependent assembly of enterprises, individuals, and entities that employ standardized digital platforms to pursue shared objectives, such as commercial gains, innovation, or common interests. Alphabet, an ecosystem-driven company, views digital business ecosystems as networks of production connections underpinned by modern, chiefly cloud-based digital technologies.

In a study by M. Koch, D. Kromer, and others [11], the digital ecosystem is portrayed as a socio-technical system that unites autonomous providers and consumers of assets, thereby generating mutual benefits through digital platforms that enable scaling and harnessing positive network effects.

Upon analyzing these definitions, three distinct components of the digital business ecosystem emerge:

- a community of developers, serving as a space for value creation;
- a digital platform acting as a resource for shared use;
- a business ecosystem functioning as a realm for the commercialization of innovative offerings.

From an economic theory perspective, digital platforms represent multilateral markets that leverage digital technologies to unite diverse participant groups. It is essential to note that a digital ecosystem encompasses a broader concept than a digital platform, as it simultaneously unites multiple markets, each with distinct participant groups.

Within the framework of the second approach, the ecosystem functions as a collaborative mechanism through which participating firms (including suppliers, distributors, outsourcing entities, manufacturers of related goods or services, and technology providers) pool their products to form a complex structure oriented towards meeting customer needs. There is no universally established formal definition for the digital business ecosystem at the legislative level across countries. Typically, state regulatory bodies allocate specific indicators that offer a partial understanding of these economic entities yet fail to comprehensively identify them,

thus hindering the subsequent normative and legal regulation of their operational rules.

Based on empirical observations from management and business practices of companies adopting an ecosystem approach to create valuable consumer offerings, researchers [11; 12] have established several criteria for distinguishing the digital business ecosystem from other forms of business organization, such as vertical integration, hierarchical supply chain, and open market models.

In recent research by Koch, M., Krohmer, D., Naab, M., Rost, D., Trapp, M. [11], several critical criteria have been identified that shape the dynamics of digital business ecosystems:

1. **Servitization:** Digital business ecosystems emphasize integrating services with product offerings or even shifting towards primarily offering services to consumers. Unlike the traditional model where software was embedded in products, these ecosystems incorporate products, goods, and services into network structures through software. Companies now prefer to provide services over producing capital-intensive products.

2. **Network Effects:** The scalability of ecosystems is primarily driven by network effects. These effects manifest as the expansion of the user base leading to increased ecosystem value. This positive feedback loop significantly enhances the scalability of the ecosystem.

3. **Out-of-Firm Value Creation (Inverted Firm Effect):** Unlike traditional ecosystems, companies within digital business ecosystems collaborate with a network of autonomous participants to create value for consumers. This shift represents a move from the traditional vertical integration model towards a more open organizational structure.

4. **Winner-Takes-All Effect:** Digital business ecosystems often dominate markets once they reach a certain threshold, owing to their flexibility, dynamic growth, and the strong impact of network effects.

5. **Ecosystem Openness:** Striking the right balance between openness and restricted access to the ecosystem is a common dilemma. The degree of openness chosen significantly impacts the innovation and functioning of the digital ecosystem. From a technical standpoint, ecosystem openness also involves access to relevant technology, such as source code.

6. **Collaboration:** Digital ecosystems foster collaboration across industries, companies, and organizations. The effectiveness of digital ecosystems raises questions about the balance between competition, cooperation, and a mixed model of inter-firm interaction.

7. **Utilization of Unused Assets:** Digital business ecosystems enable the utilization of previously unused assets, expanding markets through the rental of access to products that consumers used to purchase.

On the other hand, Pidun U., Reeves M., and Schüssler M. [12] identified the following criteria that characterize the workings of digital business ecosystems:

1. **Modularity:** Ecosystem components for consumer offerings are developed independently yet function cohesively. Customers can choose options and

combine them, as seen in smartphones with pre-installed applications alongside user-selected installations.

2. Customization: In a business ecosystem, customization involves tailoring offerings to specific requests. Ecosystem participants seek mutual compatibility for their products, leading to adaptations and ensuring compatibility within the ecosystem.

3. Multilateral Relationships (Multilateralism): Ecosystem participants establish complex relationships beyond simple bilateral interactions. For instance, an ecosystem's marketplace or delivery service collaborates simultaneously with suppliers, payment systems, app developers, and other participants.

4. Coordination: Unlike the vertical integration or supply chain model, a business ecosystem cannot be hierarchically managed from top to bottom. Instead of being achieved passively, coordination occurs actively through establishing and implementing appropriate standards, rules, or processes. For digital platforms, companies typically actively regulate access and interactions using application programming interfaces (APIs).

J. Parker and M. van Alsteen [13] noted that the inverted firm's effect involves shifting the value creation process from within the company to its ecosystem partners. Network effects facilitate this transition, making it easier to scale externally than within the firm. After all, the number of customers surpasses the number of employees. Companies are transitioning from a form of vertical integration to becoming open organizations.

Modularity, as defined by [14], enables the creation of complex systems by combining more minor elements, ensuring their strategic flexibility, and shaping the structure of the business ecosystem. Moore's perspective indicates that increasing modularity levels result in a more considerable number and variety of companies participating in the ecosystem.

Simultaneously, ensuring the internal coherence of modular elements requires coordination, achieved through a system of standards, rules, and interfaces. Ecosystem participants also enjoy a certain degree of freedom in specific parameters, such as product design and pricing.

The study revealed ongoing efforts in classifying digital business ecosystems. Currently, criteria such as the model of value formation, degree of openness, construction approach, and scaling direction of the vital ecosystem product serve as classification factors for the business ecosystem.

Various ecosystems exist within the digital business landscape, each characterized by distinct features and functionalities. Let us explore different ecosystem types. Criteria for the classification of digital business ecosystems in research are the model of value formation, the degree of openness, the approach to building the ecosystem, and the direction of scaling the critical product of the ecosystem.

According to the model of consumer value formation in the context of the digital business and operating models, a conceptual distinction can be made between decision ecosystems and transaction ecosystems. This framework delves into the

intricate processes through which consumers perceive and derive value from their interactions within digital environments.

Decision ecosystem focuses on creating or providing products while coordinating the involvement of multiple market participants. It also involves managing offerings from complementary companies, thereby generating components that enhance the main product. A prime example is the collaboration between BMW Group and Daimler AG in jointly developing a strategy for the autonomous vehicle market, creating a consumer-oriented product.

Transaction ecosystem connects independent producers of goods or services directly with customers via a unified platform. The value of such an ecosystem grows in direct proportion to expanding its customer base. Notable instances include eBay, a platform linking independent product and service providers with customers, and Uber, enabling passengers to find available taxis conveniently. Additionally, Upwork plays a crucial role in assisting companies in finding freelance workers.

From the perspective of ecosystem construction, we differentiate between multi-actor and multi-product ecosystems. Multi-product ecosystem incorporates products from a single corporate entity, often organized through separate divisions or independent entrepreneurial entities. Interconnected economic relationships exist among these products, leading to the possibility of being substitutes or even essentially inseparable from a demand perspective.

In multi-actor ecosystem, independent participants actively collaborate to co-create value, surpassing the capabilities of individual companies. This concept finds its best representation in two-sided and multi-sided platforms that actively bring together diverse participants for value creation.

The direction of essential ecosystem product scaling distinguishes vertical, horizontal and hybrid ecosystems.

The vertical ecosystem focuses on a critical core product offering that significantly contributes to business revenue while providing benefits to the customer. A notable example is a flight ticket search service, which assists in flight bookings and offers additional services such as lodging, tours, car rentals, and restaurant reservations.

The horizontal ecosystem scales its core product to encompass adjacent market segments. New services address additional user needs and further support the primary product of the ecosystem. For instance, the PayPal ecosystem, driven by financial operations and money transfers, spans multiple sectors, serving individuals, small and medium businesses, and large enterprises with tailored services.

A hybrid (omnichannel) ecosystem is a unique ecosystem that seamlessly integrates diverse channels and services into a unified system. This integration provides users with continuous communication while maintaining a seamless experience. Noteworthy examples include WeChat, which functions as a messenger while offering access to government and financial services, smart home functions, social networks, gaming, and online shopping. Amazon amalgamates diverse services, encompassing retail, logistics, user technologies, cloud computing, media, and entertainment.

The degree of Ecosystem Openness determines open and closed ecosystems. In the open ecosystem scenario, third-party developers can create and publish digital products on the ecosystem platform, and third-party participants can offer their goods on the ecosystem's marketplace.

A closed ecosystem is characterized by a platform featuring products exclusively created by the organizing company and its associated developers. A prime example is Nike's user ecosystem, built upon data obtained from FuelBand Nike devices. This ecosystem is cohesive, providing users with information and advice on sports achievements, training regimens, and maintaining a healthy lifestyle.

These diverse types of digital business ecosystems highlight the complexity and innovation within this dynamic field. Each type offers unique strategies for value creation, participant engagement, and market expansion.

It must be admitted that digital business ecosystems exhibit characteristics of different types simultaneously. Notably, Big Tech companies employ multiple ecosystem types. The practice of management increasingly observes the hybridization of ecosystem forms. For instance, the Apple iPhone ecosystem initially functioned as a solution ecosystem, with Apple, as the primary firm, orchestrating interactions between component suppliers, application developers, and telecommunications providers. Subsequently, the App Store emerged as a platform for selling mobile applications.

Similarly, Airbnb originated as a transactional ecosystem but later expanded into a solution ecosystem, inviting external developers to integrate supplementary applications and services into the platform (e.g., tools for trip organization or simplifying guest registration, cleaning, or laundry delivery). After its acquisition by Microsoft [12], the LinkedIn platform transitioned into a solution ecosystem. Alphabet, the parent company of Google, employs a combination of multi-product and multi-actor ecosystems for Google and Google mobile services (mobile devices).

Conclusion. In conclusion, as we reflect on the evolving landscape of economic expansion and technological integration, it becomes evident that the principles articulated by Ronald Coase decades ago remain remarkably applicable in today's digital era. Coase's insights highlight the advantages of internal production processes over market reliance under cost-effective circumstances and continue to resonate within our modern digital landscape.

Central to this landscape is the pivotal role of artificial intelligence (AI), which has become a cornerstone of contemporary company architecture. Its influence extends beyond mere technology, shaping firms' structure, operational strategies, and value-creation mechanisms within the dynamic milieu of digital business ecosystems. AI empowers firms to adapt to ever-evolving customer demands and respond nimbly to rapid shifts in the market while harnessing the strategic potential of data.

Distinct from conventional modes of economic coordination, such as vertical integration, hierarchical supply chains, and open markets, the digital business ecosystem functions as a fluid network, absent fixed structures or boundaries. Its evolutionary path is propelled by the dynamic interplay of scale effects on the demand side, drawing new participants— from consumers to entrepreneurs and developers—into its orbit. The actual assets of this ecosystem lie in the intricate web

of connections among participants, and the data flows they generate. Organizing companies assume a regulatory role in this complex environment, overseeing participant relationships through established standards, rules, and interfaces.

Practically speaking, digital business ecosystems have gained substantial prominence in contemporary conditions. Across diverse sectors of the economy, companies recognize the value of tapping into external resources to meet the escalating demands of customers. This shift underscores the increasing importance of these ecosystems as transformative conduits for business growth and innovation.

Modern companies face challenges and opportunities at the intersection of Coase's enduring principles and the AI-driven dynamics of digital ecosystems.

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2. CONTROLLING IN THE MANAGEMENT OF RETAIL TRADE TURNOVER

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Today, the controlling is increasingly used in the management practice of domestic enterprises of various sizes and spheres of economic activity, although their organizational structure does not always have a division of the same name. But the main thing is that modern business entities have realized the advantage of using this concept and introduce and implement the methodology and principles of the controlling.

Certain developments that deal with the implementation and functioning of controlling and determining the place and role of control in the controlling system are reflected in the works by Ukrainian scientists, in particular: O. Karminskyi, N. Olenov, L. Sukhareva, S. Falko, O. Tereshchenko, D. Morozov, A. Pryimak, Y. Yakovlev, M. Bilukha, A. Bodyuk, F. Butynets, V. Murashko, E. Romaniv, N. Shulga and others. Speaking of foreign scientists, special attention should be paid to the best practices of the following scientists A. Dale, Y. Weber, E. Mayer, R. Mann, D. Han, P. Horvat and others. In these scientific works, there is practically no systematic approach to the study of the problems of controlling and control in the controlling system of the management of commercial business entities. M.V. Tarasyuk [1] studied the problems of implementing control in the management of commercial business networks. Sytnyk H., Silakova H., Blazhenko S. [2] considered the theoretical and methodological basis of the formation of the control system of operational activity in trade.

Commercial business as one of the dynamically developing sectors of the economy has a number of typical economic, social, organizational, technical characteristics and other features that determine the specifics of the controlling system. The main ones are as follows: the integration nature of commercial business; the specificity of commercial business services; the duration of the operational cycle; features of the trading and technological process; features of the organizational structure of commercial business enterprises; differences in the structure of assets of commercial business enterprises in comparison with enterprises of other economic activity types; the structure of fixed assets; much greater need for current assets; cost structure; large share of inventory custodians; fast return on investment; large labor intensity of the industry; the effectiveness of the industry largely depends on the personal psychological qualities of employees, their qualifications, knowledge and