Strategic Management of Enterprises Innovative Development in the Conditions of Digitalization of Economy

Liliana Horal[a], Svitlana Korol[b], Inesa Khvostina[c], Sofiia Dub[d] and Vira Shyiko[e]
[1]*Ivano-Frankivsk National Technical University of Oil and Gas, Karpatska Street, Ivano-Frankivsk, Ukraine*

Keywords: Strategic Management, Innovation Development, Digitalization, Digital, Enterprise.

Abstract: Article investigates issues of enterprises innovative development strategic management in the conditions of digitalization on the example of oil transport enterprises. Based on the research of domestic and foreign scientists, the author's vision of the definition of "digitalization - a production process characterized by transformational changes aimed at the symbiosis of digitization and software." The algorithm of methods for assessing the level of strategic management of oil main transport enterprises innovative development. The stages of assessing the level of strategic management of oil pipeline enterprises innovative development are determined. Suggested a system of generalized and partial indicators of enterprise functioning that affect the level of innovation development management, which, in contrast to the existing ones, include indicators for assessing the state of organizational, technical and economic development of the enterprise and indicators for assessing the level of strategic management of innovation development. This allowed to determine the effective quality indicators for assessing the level of strategic management of oil transportation company innovative development to make innovative decisions based on digitalization.

1 INTRODUCTION

In the conditions of permanent changes in the economy, one of the most important tasks for enterprises is to find innovative ways to gain competitive advantage. One of the most important areas is the enterprise management system, which acts as an activity that combines not only the implementation of a predetermined algorithm of actions and operations, but also, in fact, is a product of these activities in the form of various management activities. Therefore, the key role in this process is given to business management processes, which are directly represented by the company's management. However, given the realities of today, the enterprise management system acquires an innovative component that demonstrates openness and focus on domestic and promising market opportunities, which, in turn, are realized through digitalization tools. The peculiarity of such a system produces a stable competitive position, income maximization in order to ensure sustainable development. The system of enterprise innovative development management in the conditions of digitalization is capable to eliminate the accumulated problems of innovative character, and also to improve the enterprise as a whole, to give it the chance for economic growth, in particular by introduction of digitalized actions.

In the current reality, digitalization is associated with the latest trends in information technology, which, in fact, correlate modern areas of production. Despite the rapid use of digital directly due to its significant potential, it is still in the process of its formation and formation, thus determining the priority socio-economic directions of development It is obvious that digitalization to some extent determines the competitive position of industrial enterprises, which is characterized not only by efficiency and productivity, but also by the level of innovative development. It allows you to use the latest digital forms of communication, use

[a] https://orcid.org/0000-0001-6066-5619
[b] https://orcid.org/0000-0002-4804-7612
[c] https://orcid.org/0000-0001-5915-749X
[d] https://orcid.org/0000-0002-8002-8497
[e] https://orcid.org/0000-0002-2822-0641

Horal, L., Korol, S., Khvostina, I., Dub, S. and Shyiko, V.
Strategic Management of Enterprises Innovative Development in the Conditions of Digitalization of Economy.
DOI: 10.5220/0011348700003350
In *Proceedings of the 5th International Scientific Congress Society of Ambient Intelligence (ISC SAI 2022) - Sustainable Development and Global Climate Change*, pages 230-239
ISBN: 978-989-758-600-2

opportunities through acquired competencies and adapt them to permanent changes in the environment. At the same time, the issues of its implementation and setting new benchmarks are subject to transformational changes at the state, enterprise and personal development levels, based on the symbiosis of innovations of the 4th Industrial Revolution, industrial policy development strategy and energy strategy of Ukraine until 2035. In the same context, experts predict the consequences of such a symbiosis, as it is about achieving goals, objectives of sustainable development in the use of soft digital. Therefore, the relevance of this study is beyond doubt.

2 LITERATURE REVIEW

In today's world, digitalization is a key prerogative of permanent change. It is characterized by a process that includes transformation, introduction of digital technologies, which aim not only to optimize but also to automate business processes, which will lead to improved communication links and increase the efficiency of enterprises themselves (Lazorenko & Sholom, 2020). «Strategy of Development of Industry 4.0", developed by the Association of Industrialists and Entrepreneurs of Ukraine, treats digital transformation as social or technological changes that are associated with the penetration of digital technology in all aspects of human interaction (Strategy of Development of Industry 4.0. 2019). Such transformational changes allow to find digitized approaches and concepts of managerial character for the decision of classical problems as Horal L., Korol S., Havrylenko M., Hvostina I., Shyiko V. (Horal et al., 2020).

Digitization, according to J.-P. de Clerck, is to use digital technologies and data (digitized (digitalizated) and existing in digital form first) to make a profit, improve business, change/transform business processes (other than purely digitization of the latter) and create an appropriate environment for their implementation based on the use of digital information. For business purposes, digitalisation is seen primarily as enabling, improving and/or transforming business operations and/or business functions and/or business models/processes, and/or the business as a whole through the use of digital technologies and wider use of digital data transformed into knowledge in order to obtain certain benefits. If digitization is mainly about data systems, the digitization process focuses on information and interaction systems enhanced by digitized data and processes (De Clerck J.-P., 2019).

G. Sokolova, researching aspects of the digital economy in Ukraine, identified that "digitalization is characterized as the creation of a digital (based on bytes and bits - the least addressed units of information) version of analog things on paper documents, video and photos, sounds" (Sokolova, B2018).

In view of the above, we note that the definition of "digitalization" is interpreted by scientists as a process of using, applying, transferring and translating information into digital format; system of data collection, storage, analysis, application of artificial intelligence; transformation of the penetration of digital technologies to optimize business processes. Under the concept of digitalization, we understand the production process, characterized by transformational changes aimed at the symbiosis of digitization and software.

The above shows that the modern trend of social development under modern conditions is the extensive introduction of the mechanisms and processes of the digital economy into the entire social activities. Process digitization involves the technological and economic development of society and the use of technologies that have an impact on economic growth during implementation (Lisencova and Kseniya, 2018). Process digitization involves the technological and economic development of society and the use of technologies that have an impact on economic growth during implementation (Lisencova and Kseniya, 2018).

Digital technologies continue to expand their fields of use, the cost of implementing the necessary toolkits continues to decrease, the economy is increasingly digitized, and the availability of digital devices continues to increase. Based on the above, We can conclude that the digitalization of modern social economy is an inevitable process of leading social development (Magomedov et al., 2020).

3 APPLICATION, ANALYSIS AND DISCUSSIONS

In the context of digitalization, strategic management is directly related to the innovative development of the economy, industry (region), enterprise and technological innovations that allow to form an effective concept of development, while changing the planning function of organizational function creates patterns of strategic management. Skillful use of

digitalization tools allows to significantly influence social, financial, energy and other issues in a comprehensive way and achieve effective results, but such changes require active innovative development. The direction of innovative development vector is a function of many variables, including the goals of the enterprise, its income from innovative products, the amount of invested innovative capital, as well as the implementation of innovative projects.

Therefore, the characteristic of the enterprise innovative development is the reorientation of production not to the mass consumer, but to the specific needs of individuals. Modernization of people's lives leads to increasing demands on the quality and variety of goods and services. Society is becoming more open to innovation as a means to achieve the necessary diversity. There is a reassessment of the human factor in the economy: the role of people with knowledge and bearers of innovations in the field of organizational, scientific, technical and environmental culture is growing (Oliynyk, 2017).

Innovative development as a key factor of success in the context of digitalization allows us to consider enterprise management as a complex economic system consisting of management subsystems. In the system of strategic management in general there are such functional subsystems as logistics management; production management; HR; sales management; information management; risk management; organization management; innovation management; financial management.

The main purpose of the implementation of strategic management is the need to ensure continuous and sustainable development of the enterprise in a dynamic environment. The transition of the enterprise to strategic management provides an opportunity to predict future development and make timely management decisions, goals and strategies (Horal et al., 2021).

Given that Ukraine has defined its strategic goals in the direction of the Energy Strategy until 2035 (Order of the Cabinet of Ministers of Ukraine, 2017) and predicted indicators of economic and social development of Ukraine for 2021 - 2023 (Resolution of the Cabinet of Ministers of Ukraine, 2020), then it is important to determine the level of strategic management of innovative development of industrial enterprises as those that are recognized in these regulations as strategically important in the near future.

Actually, the strategy for the development of the oil and gas industry is based:

- on oil landmarks, - balance, imports and exports;
- on the characteristics of internal and external sources, as well as proposals;
- on the development of the oil refining industry;
- on the characteristics of the current state and development of the oil transportation system.

Based on the strategic vectors of development of oil transportation companies that require strategic innovation decisions, we propose to build a targeted integrated functionality of key indicators (parameters).

It will be carried out in order to assess the level of innovation and strategic development of oil transportation companies using the criteria of their normalization in the time range according to a predetermined algorithm (Fig. 1).

It should be noted that in the process of assessing and forecasting the level of of oil transportation companies innovative development strategic management, it is important to control the stock of financial stability. It is one of the key indicators that the company takes into account when forming strategic development guidelines.

This indicates that if the company has a "sufficient" margin of financial stability, the strategy of its development can be focused on investing in production, human resources, development of new markets and new products, etc.

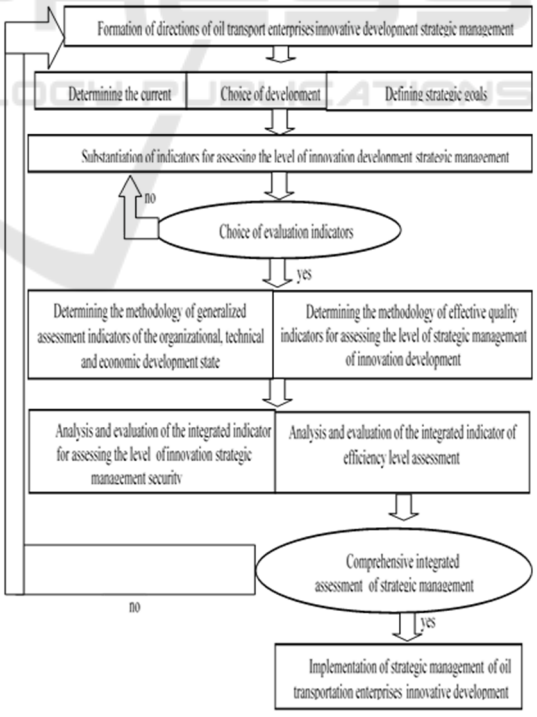


Figure 1: Algorithm of methods for assessing the level of strategic management of oil main transport enterprises innovative development (author's development)

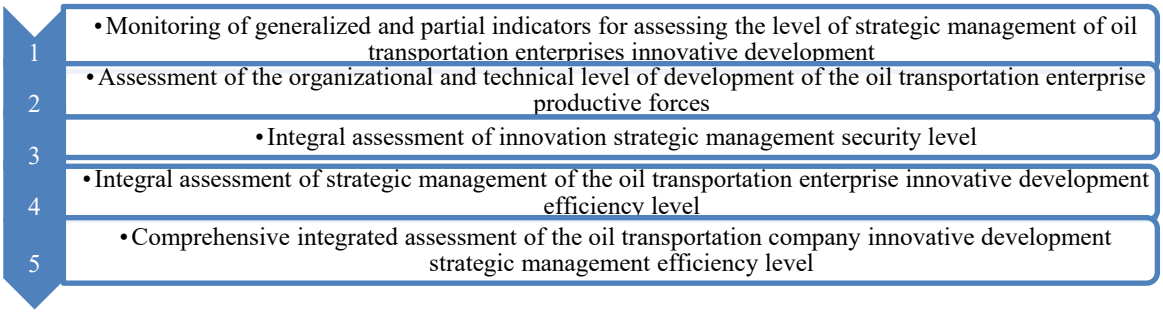
The system of indicators for assessing the level of strategic management of oil transportation enterprises innovative development will be presented in table 1 (Resolution of the Cabinet of Ministers of Ukraine, 2020; Tyutyunnyk, 2009; Alekseev and Panchenko, 2004).

Table 1: The system of indicators for assessing the level of strategic management of oil transportation enterprises innovative development.

Input indicators	Periods				
	t_1	t_2	…	t_n	Performance indicators
1	2	3		4	5
Subsystem of indicators of generalized assessment of the state of organizational, technical and economic development of the enterprise					
Depreciation rate of fixed assets, the share.	f_{11}	f_{12}	…	f_{1n}	Organizational and technical level of productive forces development
Fixed assets renewal rate, share.	f_{21}	f_{22}	…	f_{2n}	
Fixed assets turnover ratio (return on assets), share.	f_{31}	f_{32}	…	f_{3n}	
Coefficient of financial support for the development of productive forces, thousand UAH / person.	f_{41}	f_{42}	…	f_{4n}	
Net income from sales of products, thousand UAH	f_{51}	f_{52}	…	f_{5n}	TR
Cost of goods sold, thousand UAH	f_{61}	f_{62}	…	f_{6n}	Cg
Volume of break-even production, thousand UAH	f_{71}	f_{72}	…	f_{7n}	PB
Operating income, thousand UAH.	f_{81}	f_{82}	…	f_{8n}	OI
Operating expenses, UAH thousand	f_{91}	f_{92}	…	f_{9n}	OE
Variable costs, thousand UAH.	f_{101}	f_{102}	…	f_{10n}	VC
Constant costs. thousand UAH	f_{111}	f_{112}	…	f_{11n}	Ccost
Marginal income, thousand UAH.	f_{121}	f_{122}	…	f_{12n}	MI
Profit (loss) from operating activities, thousand UAH	f_{131}	f_{132}	…	f_{13n}	P
Subsystem of effective quality indicators for assessing the level of strategic management of oil transportation companies innovative development					
Economic efficiency, share.	q_{11}	q_{12}	…	q_{1n}	E
Stock of financial stability, share.	q_{21}	q_{22}	…	q_{2n}	SFS
Profitability ratio of fixed assets, share.	q_{31}	q_{32}	…	q_{3n}	PRfa
Return on current assets, share.	q_{41}	q_{42}	…	q_{4n}	Rca
Margin income ratio in operating income	q_{51}	q_{52}	…	q_{5n}	MIROP
Profitability threshold, thousand UAH.	q_{61}	q_{62}	…	q_{6n}	Pr
The share of the break-even point in operating income, %	q_{71}	q_{72}	…	q_{7n}	SBP
Zone of financial stability, thousand UAH	q_{81}	q_{82}	…	q_{8n}	ZFS

Note: E = (TR- Cg) / Cg; SFS = (TR-PB) / TR або SFS = (OI-Pr)/OI x 100 або SFS= ZFS/OI x 100; PRfa *= NP/FA; Rca = NP × 100/OK; NP – Net profit; Coefficient of financial support for the development of productive forces of the enterprise = (Investment in the development of productive forces of the enterprise / Number of personnel of the enterprise); MI=OI – VC;* MIROP *=MI/OI; Pr=Ccost/* MIROP*;* ZFS *=OI- Pr*

The process of assessing the level of strategic management of oil transportation enterprises innovative development should be carried out in accordance with certain stages (Fig. 2).

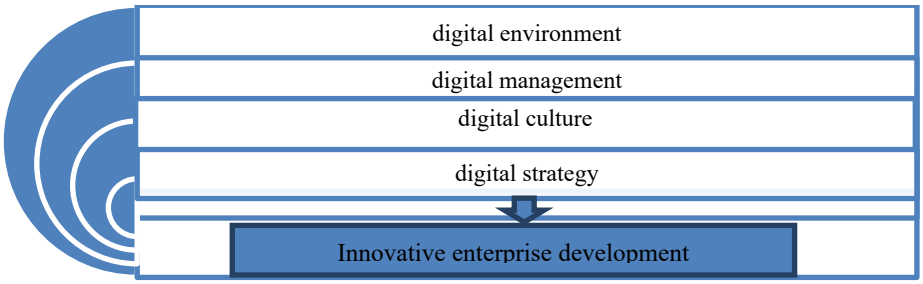


Source: compiled by the authors according to the data

Figure 2: Stages of assessing the level of oil pipeline enterprises innovative development strategic management (Tyutyunnyk, 2009).

Therefore, in the conditions of permanent changes in today's conditions, it is extremely important to study not only the management system, but also to determine successive stages in assessing the level of strategic management of enterprises innovative development, including oil pipelines operating in the digital space.

In general, in the context of industrial enterprises, digitalization promotes innovative development. According to Andersson van der Hayden (Tyutyunnyk Yu. M., 2009), at digital-transformation at the enterprise it is necessary to focus attention on key aspects of development of the business environment, fig. 3.



Source: author's development

Figure 3: Directions of innovative enterprises development in the conditions of digitalization.

Among the oil transportation companies that implement the digitalization process, it is necessary to single out NJSC Naftogaz of Ukraine, which has put the SAP S/4HANA system into commercial operation. This is an innovative platform for integrated management of the company's processes, which can expand and fully cover all business processes of the Naftogaz Group. In fact, the management system at JSC "Ukrtransnafta" in terms of digitalization is ready for innovative solutions, as it meets the management system of world standards.In particular, the management system of the pipeline transport company meets the requirements of international standards for quality management (ISO 9001: 2015), environmental management (ISO 14001: 2015), compliance management (ISO 19600: 2014), energy management (ISO 50001: 2018) and occupational safety and health management (ISO 45001: 2018). Based on this, Ukrtransnafta JSC guarantees high-quality fulfillment of contractual obligations on oil transportation and storage with provision of uninterrupted, energy-saving and environmentally safe operation of Ukraine's oil transportation system. JSC "Ukrtransnafta" was one of the first in Ukraine on the basis of a certificate of quality management (ISO 9001: 2015) received confirmation of compliance with the implementation of the compliance management system (ISO 19600: 2014) (Marchenko, 2019).

Among the immediate plans of Ukrtransnafta JSC is the ISO 37001 certification procedure for preventing and combating corruption and confirming compliance with the requirements of international information protection standards (ISO 27000). These certificates will be another component to increase the competitiveness and investment attractiveness of the company.

This allows Ukrtransnafta JSC to operate in a single system. Also today, Naftogaz and Ukravtogaz also conduct their business operations in such a single system. The business processes of these companies are subject to general rules, use general reference data, which allows you to evaluate the business from a single comprehensive position. Companies use the SAP S/4HANA system for procurement of materials and services, payments to contractors, shipment of products, accounting transactions, formation of tax invoices and declarations, control over the implementation of budget limits. The implementation of the system took only seven months and was carried out by Naftogaz Digital Technologies LLC without the involvement of third-party contractors (Tyutyunnyk, 2009).

The key task for oil transportation companies is the comprehensive implementation of SAP. In addition to improving existing business processes, it is necessary to continue to open new areas of activity, including entering the retail gas market and the development of alternative energy.

Obviously, the key to the successful application of all tools of digitalization are providing business processes, including information resources. Thanks to their skilful management, the state of the Ukrtransnafta oil pipeline transport enterprise has undergone significant changes in the field of innovative development (Alekseev, Panchenko, 2004):

1) support includes such facilities as MNT Southern (upper/lower), 4 foreign missions, 4 LVDS, 4 territorial offices/management staff, 5

CBVO/BVO, 18 NPS, <150 KP with communication systems / data transmission / telemechanics systems;

1) created data centers / servers: data centers in Kiev (TIER III standard), Windows Server 2016 platform and one Windows domain UTN, 2 server platforms and data warehouses (2018 production);

2) users are <1300 employees, there are 2 types of workstations, 1 type of Windows 10 OS;

3) corporate mail has 1 server, 1 domain, 1 type of mail (Exchange) licensed with reservation and control of one point of sending information to the Internet (All mail on the Company's servers, controlled by both traffic and anti-virus protection system (cyber protection);

4) improved printing service, as 180 new units of equipment appeared, 4 types (formats) of printing became possible - A0, A3, A4, A5, up to UAH 14 million/1 contract for 2 years is the printing budget of the Company (account is made on the basis of copies every month), there is a possibility of color printing, there is no user binding to a particular printer, there is also a single center of support and service XEROX;

5) there have been changes in the telecommunications network, in which 29 nodes have been upgraded, there is 1 type of Cisco equipment, the data transfer rate on the upgraded nodes is 1 Gigabit / s; redundancy with instantaneous switching to the reserve channel is introduced; PaloAlto product for secure Internet access introduced; the division of traffic between user segments by the Company was introduced; IP MPLS technologies with kyivstar (3 channels) and vodafone (5 channels) mobile operators have been introduced;

6) the corporate telephone network has been changed, in particular 12 nodes have been modernized, there is 1 central IP PBX (Cisco CUCM), <2500 telephone subscribers (digital/IP), VoIP technologies have been introduced, network redundancy has been introduced, integration with operators' equipment is being implemented fixed and mobile communication in Ukraine;

7) there were changes in the ACS TP, in particular, developed and agreed in the NJSC strategy for re-equipment of obsolete NPS; developed and agreed in the NJSC strategy for the implementation of a single SCADA system at the Company; developed, designed and obtained expertise on the system; developed, approved by the NJSC, procured and determined the winner for the PIMS system ("Rosen Europe b.v."); the modernization of the 40 km oil pipeline on the Zhulin-Skole section has been completed. There is an industrial use of the system;

8) the level of cyber security has increased, as the direction of cyber protection in IT management has been implemented, there is 100% coverage of workstations with anti-virus software; issued and implemented> 1,200 hybrid smart cards with specialized software that combine the classic secure key storage medium and contactless chip (Em-Marin/Mifare), storage of electronic digital signature of employees on secure media and access of employees to the Company's premises (ACS); The Company's Information Security Concept has been developed, agreed upon and is already in operation. The information security management committee manager has been established.

In addition, plans for IT staff are outlined as a result of the implementation of the above projects in each area. It is also planned to move to a two-tier management system, complete transformation of technical maintenance groups/communication sectors and technical support and repair groups. Due to the introduction of modern systems SCADA, PIMS, SVV and SRVSNO, it is expected to increase the rank of those technicians who will professionally participate in projects, or will be looking for new staff for full implementation of projects.

At the same time, it is planned to outsource most of the staff of the Communications Department and ACS TP (approximately 70% of the staff) to UTN-Service LLC, but this requires solving organizational problems related to the transfer of licenses / equipment to UTN-Service/Software (Digital Transformation of Industries. Industry Agenda, 2016).

Thus, determining further guidelines for the development of the oil transportation company JSC "Ukrtransnafta" through digitalization is a priority, which is due to today's challenges. Existing communication links, motivational systems, outdated technologies and standard solutions that have taken place in the recent past have lost their relevance. In conditions of permanent change, they need an innovative component of development, which forms the foundation of competitiveness.

The driving force of such changes should be digitalization, which will allow enterprises, including industrial ones, to reach a new level of development. However, an important condition should be the symbiosis of the 4th Industrial Revolution, the strategy of industrial policy and energy strategy of Ukraine until 2035. Therefore, in order to find new ways of digitalization it is appropriate to follow the directions of innovative development, including digital environment digital culture and digital strategy.

According to the level of digitalization of the economy and society as a whole in different countries included in the Global Digital Competitiveness

Rating, Ukraine is improving, moving up two places from 60th to 58th, due to talent, digital / technological skills, e-participation and agility of companies. Such small improving steps allow not only to optimistically forecast the level of innovative development of industrial enterprises through the prism of digitalization, but also to adjust the goals, objectives and strategic guidelines, which are reflected in JSC "Ukrtransnafta".

Therefore, in order to assess the level of effectiveness of strategic management of innovative development of JSC "Ukrtransnafta" we present the results of the study (Table 2).

Table 2: The system of indicators for assessing the level of strategic management of innovative development of the oil transportation company JSC "Ukrtransnafta" for 2018-2020.

Input indicators	Periods			Absolute change for 2020-2018, +/-	Absolute change for 2020/2018, %
	2018	2019	2020		
1	2	3	4	5	6
I. Subsystem of indicators of generalized assessment of the state of organizational, technical and economic development of the enterprise					
1Depreciation rate of fixed assets, the share	0,40	0,04	0,03	-0,37	8,28
2. Renewal rate of fixed assets, the share of units.	0,01	-0,71	0,03	0,02	398,17
3.Fixed assets turnover ratio (return on assets), share of units	0,33	0,41	0,53	0,20	161,08
4. Coefficient of financial support for the development of productive forces, thousand UAH / person.	2277,46	2153,51	3080,51	803,05	135,26
5. Net income from sales of products, thousand UAH	3873193	3576660	4512874	639681,00	116,52
6. Cost of goods sold, thousand UAH	2421308	2188441	2424444	3136,00	100,13
7. Volume of break-even production, thousand UAH	2772477,21	2908521,62	2934630,11	162152,91	105,85
8.Operating income, thousand UAH.	5513677	4539324	4621080	-892597,00	83,81
9. Operating expenses, UAH thousand	3585196	3487278	3589211	4015,00	100,11
10. Variable costs, thousand UAH	1634710,81	1625824,16	1793626,55	158915,74	109,72
11. Fixed costs. thousand UAH.	1950485,19	1861453,84	1795582,43	-154902,77	92,06
12. Marginal income, thousand UAH	3878966,19	2913499,84	2827453,45	-1051512,74	72,89
13. Profit (loss) from operating activities, thousand UAH	1928481	1052046	1031869	-896612,00	53,51
II. Subsystem of effective quality indicators for assessing the level of strategic management of the oil transportation company innovative development					
14. Economic efficiency, share of units	0,60	0,63	0,86	0,26	143,66
15. Stock of financial stability, share.	49,72	36,11	36,49	-13,22	73,41
16. Profitability ratio of fixed assets, share.	0,16	0,09	0,10	-0,06	62,70
17. Return on current assets ratio, share of units	0,30	0,23	0,30	0,00	100,64
18. Margin income ratio in operating income	0,70	0,64	0,61	-0,09	86,97
19. Profitability threshold, thousand UAH	2772477,21	2900203,38	2934630,11	162152,91	105,85
20. The share of the break-even point in operating income,%	50,28	63,89	63,51	13,22	126,29
21. Zone of financial stability, thousand UAH	2741199,79	1639120,62	1686449,89	-1054749,91	61,52

Source: calculated by the author according to the financial statements of JSC "Ukrtransnafta" (Liri Andersson, 2017; Official site of Ukrtransnafta JSC. 2021).

The impact of financial support for the development of productive forces on the key performance indicators of JSC "Ukrtransnafta" for the retrospective period indicates the growth of significant investments in the development of productive forces of the oil transportation company per employee (Fig. 4).

In particular, the coefficient of financial support for the development of productive forces for 2018-2020 had a vague tendency to increase, except for a slight decrease in 2019 to the value of 2153.51 thousand UAH. in comparison with 2277,46 thousand UAH. in 2018. The same trend applies to the value of net income from sales, production costs and break-even pointIt is obvious that such values of indicators in 2019 have causal links, which led to a decrease in their trends. In particular, in the period from April 25 to May 11, 2019 and from May 17 to 21, 2019, the transit of Russian oil through the territory of Ukraine

was suspended due to the ingress of organochlorine compounds into the Druzhba pipeline.

At the same time, oil with deteriorating quality indicators blocked the operation of part of the Company's tank tanks and one of the Druzhba oil pipeline threads throughout its territory throughout Ukraine for a long time. On January 18, 2020, the Company completed the displacement of Russian oil with high content of organochlorine compounds from the Ukrainian section of the Druzhba pipeline 90. During the entire period of ousting low-quality Russian oil from the Ukrainian section of the Druzhba pipeline, PJSC Transneft reserved the Company's production capacity and paid 103,823,000 hryvnias in compensation for the provision of reservation services for the period from May 2019 to January 2020. In March 2020, Ukrtransnafta JSC and BNK (UK) Limited (Great Britain) signed an agreement providing for the organization of a new oil transportation route of MNT Pivdennyi - Brody LVDS - Goskodon of the Republic of Belarus (RB)/Ukraine. Therefore, during 2020, the Company received income in the amount of UAH 273,644,000 for the transportation of oil on this route in the direction of the refinery of the Republic of Belarus.

As a result of such actions at JSC "Ukrtransnafta" the amount of marginal income had a clear tendency to decrease, as in 2018 it amounted to 3878966.19 thousand UAH, in 2019 - 2913499.84 thousand UAH. and in 2020 stopped at the level of 2827453.45 thousand UAH.

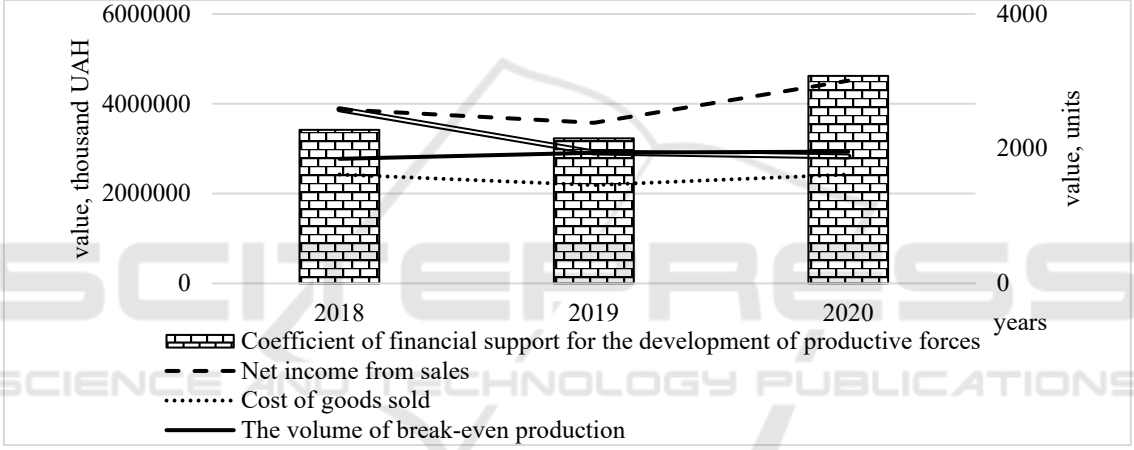


Figure 4: Dynamics of the impact of financial support for the development of productive forces on the key performance indicators of production and economic activity of JSC "Ukrtransnafta" for 2018-2020.

The value of economic efficiency for the entire period of the study was characterized by a clear upward trend, due to the relatively stable value of the cost of production, which fluctuated at the level of 2421308-2424444 thousand UAH. and an increase in net income from sales.

In fig. 5 presents the zone of financial stability of JSC "Ukrtransnafta" at the established threshold of profitability. Negative in terms of the dynamics of financial stability of JSC "Ukrtransnafta" is not only an increase in the absolute rate of return (from 2772477.21 thousand UAH in 2018 to 2934630.11 thousand UAH in 2020), but also an increase in its share. in operating income from 50.28% to 63.51%. That is, if in the base year to cover operating expenses used the amount of operating income, which amounted to 50.28% of actual income, then in the reporting year - respectively 63.51%. However, given the decrease in the margin of financial stability from 49.72 to 36.49 units, the level of this indicator remains not very high and indicates the relative stability of the enterprise in terms of ensuring the profitability of operating activities.

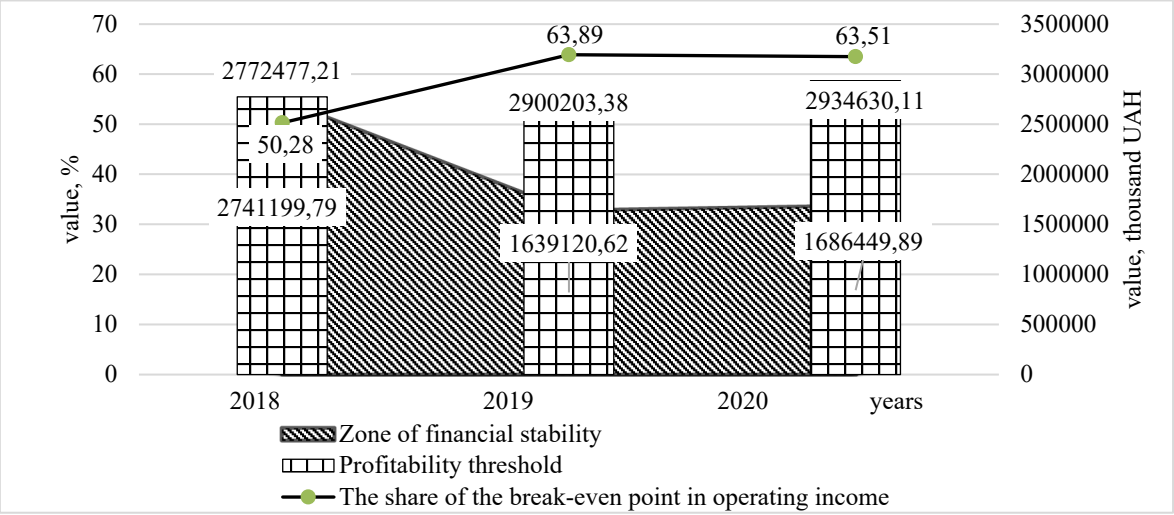


Figure 5: Dynamics of the financial stability zone at a given threshold of profitability of JSC "Ukrtransnafta" for 2018-2020.

Thus, based on a visual representation of diagrams of trends in financial and economic indicators of JSC "Ukrtransnafta" presented in the figures above, it is proved that there is a clear dependence of performance indicators of production and economic activity of the enterprise on the level of financial development of its productive forces. dependence of key indicators of efficiency of production and economic activity of the enterprise on the size of its stock of financial stability.

4 CONCLUSIONS

Thus, as practice shows, the method of assessing the level of strategic management of oil transport enterprises innovatile development should include a system of generalized and partial indicators of enterprise operation that affect the level of innovation management, including indicators of organizational and technical and economic development ensuring strategic management of innovative development of the enterprise.

In the process of comprehensive assessment of the level of strategic management of innovative development of oil main transport enterprises, it is necessary to determine the impact of indicators that will allow innovative decisions to be made taking into account permanent changes. In the future, the proposed algorithm for assessing the level of strategic management of innovative development of oil main transport enterprises will allow to make effective decisions in the digital space.

In practical terms, it is necessary to identify areas of innovative development of enterprises in digitalization, in particular digital environment, digital management, digital culture and digital strategy, which, in turn, allowed to give an author's definition of "digitalization - a production process characterized by transformational changes. , which aim at a symbiosis of digitization and software.

Therefore, interest in digitalization should be produced by competitive advantages, through providing additional value of goods through quality service, high level of communication, improving the company's image, lowering prices by automating processes and digitizing business processes, transparency of internal and external processes, increasing loyalty customers to the company, etc.

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