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УДК 339.138
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# REQUIREMENTS AND PRINCIPLES OF DIGITALIZATION OF THE MANAGEMENT AND EDUCATIONAL PROCESS OF HIGHER EDUCATION INSTITUTIONS OF UKRAINE

Today we can observe an active process of modernization of higher education, in which digital transformation is a key aspect. This transformation is determined by the formation of a digital society and the development of the digital economy. As a result of society's transition to a new level of technology development, such as big data processing, blockchain, the Internet of Things, digital and intelligent information technologies, the process of informatization is moving to a higher level, which we call the digitalization era. In other words, modern society has entered the era of digital transformation, which is marked by significant changes compared to previous stages of informatization and computerization[1].

The development of the higher education system in today's environment, which is driven by digital transformation, poses new challenges and requirements. One of these requirements is the need to revise approaches to the organization of the educational process and the management system of higher education institutions. This includes the creation of an electronic information and educational environment using modern digital technologies for learning, the implementation of learning management strategies and the individualization of educational material, taking into account the needs and characteristics of each student. Nowadays, due to the active development of e-learning and digital educational platforms, we are witnessing a change in traditional learning formats. This leads to a "hybrid educational process"[2] that combines both offline and online learning methods. It becomes important to create an effective educational process and management system for higher education institutions that take into account new trends in digitalization and address the challenges and difficulties that accompany the development of digital technologies and the spread of e-learning.

Today, the war in Ukraine has caused a lot of problems for Ukrainian businesses. Among the key ones are limited resources, a small number of orders, logistics problems, lack of personnel, finance, and raw materials. Difficult current conditions should not be a reason to refuse to implement digitalization, but rather should stimulate this process because of future prospects. Automation of most processes makes it possible to reduce the number of business processes, staff, and costs. The key benefits are improved and optimized advertisement campaigns, better managmenet and planning of limited resources and a better communication with customers.

The development of modern higher education institutions (HEIs) really requires a transition to digital transformation in all areas of education and management. The main goal of this transformation is to increase the

efficiency and quality of work by reducing time and effort by transferring all information interaction processes to the digital environment. This applies to both management and learning processes.

This transition to digital transformation should take place in parallel with the digitalization of the economy in Ukraine. "The Concept for the Development of the Digital Economy and Society of Ukraine for 2018-2020 defines the main goal of digitalization as achieving digital transformation of existing economic sectors and creating new ones, as well as transforming spheres of life into more efficient and modern ones. However, these goals can only be achieved if ideas, actions, initiatives and programs related to digital transformation are integrated into national, regional and sectoral development strategies and programs[3].

Education is one of the strategic dominants of the digital transformation of the economy (Student Accessibility, Teacher Accessibility; Administration) [4, p. 181].

In Ukraine, higher education institutions play a leading role in the country's digital transformation, and this becomes evident when analyzing the main purpose of their activities. The main goal of higher education institutions is to generate, systematize, and disseminate knowledge that creates an effective basis for scientific and technological progress and socioeconomic development. The success and recognition of these institutions depend on their ability to use the accumulated knowledge and skills of the entire staff, which are the result of the combined intellectual potential of all employees, as well as on the ability to effectively use the information resources at their disposal. This contributes to the creation of optimal working groups, teams, and project participants with the help of innovative technologies and contributes to the further development of the country's intellectual potential[5;6].

The main principles of digitalization of the HEI management system include the following:

1) cost-effectiveness - management of the digitalization of the HEI management system should be aimed at minimizing the costs of the enterprise;

2) optimality - implies that the management of the digitalization of the HEI management system is aimed at choosing the best technical solution, which, in particular, is able to ensure the optimal ratio between the results of digitalization and the costs of its implementation;

3) completeness of information - the introduction of digital technologies in the management system of higher education institutions should be provided with the full amount of necessary information to maximize the result;

4) self-regulation and adaptation - adjustment of management decisions in accordance with changes in the external environment.

When digitalizing the activities of higher education institutions in Ukraine, it is important to pay special attention to information and economic security. This security is based on the following principles:

1. Data integrity - ensuring the protection of information from any errors or loss of data, as well as from unauthorized access, modification or destruction of information.

2. Data confidentiality - maintaining confidentiality and preventing unauthorized access to confidential information.

3. Data availability for all authorized users - ensuring access to information for persons with proper permissions and authorization. [7, c. 70]

To ensure the economic security of a public interest entity, accounting and analytical support is defined as an integrated strategic information system. It combines methods and technologies of accounting, analysis and control to create relevant and reliable information about internal business processes and the external environment. This information is used to assess competitive advantages, prevent risks and identify threats to the safe operation and sustainable development of the public interest entity [8, p.91].

The digital era has already arrived, and business is changing faster than ever before, so businesses cannot ignore the trends that are currently emerging and gaining momentum: big data, machine learning, neural networks, the Internet of Things and other modern tools based on the use of digital technologies. Under such conditions, maintaining the competitiveness of enterprises requires its constant modernization, adaptation and development on the principles of digital transformation, and the effectiveness of these processes is ensured by an adequate strategic management system, the components of which should include a system of strategic analysis and assessment of the impact of digitalization factors, the formation of digital alternatives for the development of products and services, the identification and setting of strategic goals for the digital transformation of the enterprise and the identification of tools, taking into account key

Thus, the introduction of digitalization in the activities of higher education institutions will not only improve the interaction of all participants in the educational process and attract more applicants, but will also significantly improve the quality of educational process management in the provision of educational services. This is especially relevant in the context of Ukraine's integration into the international scientific community, when it is necessary to provide effective and modern education for all citizens of the country, as well as to promote its sustainable development.

Maintaining the quality of professional training in accordance with national standards and international requirements, implementing effective methods of managing a dynamic learning environment, and integrating higher education institutions into the national and global information space are all important results of the digitalization of the educational environment.

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# VALUE-DRIVEN DIGITAL BRAND MANAGEMENT: THE VALUES ENGRAVED IN VEHUB4YOU'S LOGO AND DIGITAL STYLE

In our rapidly evolving digital landscape, where technology intertwines with our daily lives, the art of creating and managing a digital brand has emerged as an indispensable task for organizations and projects alike. Beyond the superficialities of design and logos, a brand serves as a vessel for embodying the values and mission that an entity stands for. In this article, we embark on a journey to delve deep into the heart of value-driven brand management as exemplified by VEHUB4YOU [1], an innovative project at the intersection of technology and education. The logo (Figure 1), meticulously crafted by Kyiv Education, Training, and Youth Centre (KETY) [2] for the project, an initiative backed by the European Commission through the Erasmus+ program, represents a pioneering effort in international educational innovation.



Figure 1. VEHUB4YOU Logo: Print Screen from VEHUB4YOU Website

This project's primary objective is nothing short of revolutionary: to establish a network of international virtual business hubs and provide comprehensive entrepreneurship training to high school students, college students, and university students, transcending the boundaries of their educational backgrounds (Figure 2).

**1. Integrating Society 5.0 and Education 6.0**

At the nucleus of visual identity lies the seamless integration of two paramount concepts: Society 5.0 and Education 6.0. These groundbreaking paradigms advocate for the establishment of a modern, knowledge-driven society and the refinement of education through pioneering innovations and cutting-edge technologies.

**2. Green Transition**

Within the project's emblem, the very name "VEHUB4YOU" is meticulously crafted with a dual-font style, undergoing a dynamic metamorphosis from pristine white borders to vibrant green. This design not only symbolizes project unwavering commitment to contemporary educational practices founded upon open scientific and educational