



UDC 658.012.4:005.591.6(477)

METHODOLOGICAL PRINCIPLES OF ADAPTATION OF THE ECOSYSTEM APPROACH IN UKRAINE

Vladislav Protsenko

Zaporizhzhia National University, Zaporizhzhia, Ukraine

ORCID: 0000-0003-1509-7522

Summary. The developed study presents a comprehensive analysis of the current challenges associated with the integration of Ukrainian commercial enterprises into the global ecosystem paradigm. It has been determined that the low level of business adaptability to technological transformations and insufficient integration into platform-based business models limit the innovative activity and competitiveness of enterprises. To overcome these barriers, a multi-level methodology for strategic integration has been developed, considering the need to balance a company's autonomy with its ecosystem interdependence. It has been proven that the ecosystem approach transforms traditional competition models by shifting the focus from individual company development to their interaction within complex cooperative networks. It has been identified that effective adaptation to this approach requires leveraging synergetic effects, strategic alliances, and digital technologies that enhance the flexibility of business processes. A step-by-step enterprise transformation model is presented, including a diagnostic stage to assess the company's readiness for integration, strategic planning of ecosystem integration, organizational transformation, technological optimization, and continuous performance monitoring. The conducted analysis revealed that the key principles for adapting enterprises to local conditions include management flexibility, localization of solutions, strategic cooperation, business process digitalization, and environmental responsibility. It has been determined that a critical success factor is the formation of an open corporate culture that facilitates the implementation of innovative business models and integration into international ecosystems. The proposed methodology for evaluating the effectiveness of ecosystem integration is based on multidimensional indicators such as the Network Effect Index (NEC), the Synergy Effectiveness Index (SEI), and the projected level of added value from integration (EVA). It has been proven that digital platforms and analytical tools are not only means of optimizing business processes but also key elements of strategic management in conditions of high market turbulence. It is concluded that the effectiveness of the ecosystem approach directly depends on enterprises' ability to develop their own cooperative strategies that combine adaptability, partnership interaction, and technological integration. The ecosystem adaptation model proposed in the article can serve as a foundation for shaping national policies to support business ecosystems in Ukraine, contributing to increased competitiveness and the innovative potential of enterprises in the global context.

Key words: ecosystem approach, digital transformation, innovation activity, strategic integration, business ecosystems, synergetic effect, organizational adaptation.

Received 09.03.2026

Accepted 28.03.2026

Published 25.06.2026

https://doi.org/10.33108/galicianvisnyk_tntu2026.03.144

УДК 658.012.4:005.591.6(477)

МЕТОДОЛОГІЧНІ ЗАСАДИ АДАПТАЦІЇ ЕКОСИСТЕМНОГО ПІДХОДУ В УКРАЇНІ

Владислав Проценко

Запорізький національний університет, Запоріжжя, Україна

Резюме. Виконано комплексний аналіз сучасних викликів, пов'язаних з інтеграцією українських комерційних підприємств у глобальну екосистемну парадигму. Визначено, що низький рівень адаптивності бізнесу до технологічних трансформацій та недостатня інтеграція у платформенні бізнес-моделі обмежують інноваційну активність та конкурентоспроможність підприємств. З метою подолання зазначених бар'єрів розроблено багаторівневу методологію стратегічної інтеграції, яка враховує необхідність балансування між автономністю компанії та її екосистемною взаємозалежністю.

Доведено, що екосистемний підхід змінює традиційні моделі конкуренції, зосереджуючи увагу не на індивідуальному розвитку компаній, а на їхній взаємодії в межах складних кооперативних мереж. Визначено, що ефективна адаптація до цього підходу передбачає використання синергетичних ефектів, стратегічних альянсів та цифрових технологій, які сприяють підвищенню гнучкості бізнес-процесів. Представлено модель поетапної трансформації підприємств, яка включає діагностичний етап оцінювання готовності компанії до інтеграції, стратегічне планування екосистемної інтеграції, організаційну трансформацію, технологічну оптимізацію та безперервний моніторинг ефективності. Проведений аналіз показав, що ключовими принципами адаптації підприємств до локальних умов є гнучкість управління, локалізація рішень, стратегічна кооперація, цифровізація бізнес-процесів та екологічна відповідальність. Визначено, що критичним фактором успіху є формування відкритої корпоративної культури, яка сприяє впровадженню інноваційних бізнес-моделей та інтеграції в міжнародні екосистеми. Запропонована методологія оцінювання ефективності екосистемної інтеграції базується на використанні багатовимірних показників, таких, як індекс мережевого ефекту (NEC), рівень синергії партнерських відносин (SEI) та прогнозований рівень доданої вартості від інтеграції (EVA). Доведено, що цифрові платформи та інструменти аналітики є не лише засобами оптимізації бізнес-процесів, а й ключовими елементами стратегічного управління в умовах високої ринкової турбулентності. Зроблено висновок, що ефективність екосистемного підходу безпосередньо залежить від здатності підприємств формувати власні кооперативні стратегії, які поєднують адаптивність, партнерську взаємодію та технологічну інтеграцію. Запропонована у статті модель екосистемної адаптації може бути використана як основа для формування національної політики підтримання бізнес-екосистем в Україні, що сприятиме зростанню конкурентоспроможності та інноваційного потенціалу підприємств у глобальному контексті.

Ключові слова: екосистемний підхід, цифрова трансформація, інноваційна діяльність, стратегічна інтеграція, бізнес-екосистеми, синергетичний ефект, організаційна адаптація.

Дата надходження 09.03.2026

Дата прийняття 28.03.2026

Дата публікації 25.06.2026

https://doi.org/10.33108/galicianvisnyk_tntu2026.03.144

Problem statement. Ukrainian enterprises exhibit low adaptability to global challenges, which is reflected in an underdeveloped cooperative culture, fragmented implementation of digital technologies, and weak integration into platform-based business models. The lack of a comprehensive strategy for interaction between companies, consumers, regulators, and technology partners leads to the loss of synergetic effects, limiting scalability potential, reducing innovation activity, and posing the risk of enterprises being gradually pushed out of highly competitive markets. Thus, addressing this issue requires the creation of strategic integration mechanisms that ensure a balanced approach between a company's autonomy and its ecosystem interdependence, which is critically important for the long-term viability of businesses.

Analysis of recent research and publications. The essence, strategies, and mechanisms for adapting ecosystem models have been studied in the works of the following domestic and international experts: Levkovets O. [1], Bochko O. Yu., Taranskyi I. P. [2], Boichenko K., Sergeev M. [3], Kuzmuk I. Ya., Osipova A. A., Vyshniuk V. V. [4], Lemesko M. [5], Adner R. [6], Shen L., Shi Q., Parida V., Jovanovic M. [7], Jacobides M. G., Cennamo C., Gawer A. [8], Gawer A., Cusumano M. A. [9]. Despite the significant scientific contribution of the aforementioned scholars to the study of business ecosystems, the problem of adapting these global theoretical models to the highly turbulent conditions of the Ukrainian economy remains insufficiently explored. Previous research predominantly focuses on the general theoretical aspects of ecosystem formation or isolated industry cases. However, they lack a comprehensive, multi-level methodological framework that addresses the specific challenges of Ukrainian commercial enterprises, particularly the need to balance a company's strategic autonomy with its ecosystem interdependence. Furthermore, a practical, step-by-step transformation model tailored to local realities integrating technological, cultural, and organizational mechanisms has not been systematically formed, which predetermines the relevance and unique scientific novelty of this study.

Purpose of the study is to develop a deeply structured methodology for adapting Ukrainian commercial enterprises to the ecosystem approach, which not only ensures their long-term resilience and competitiveness but also contributes to transforming the economic landscape by expanding cross-industry cooperation, scaling innovative interaction models, and integrating into global value chains. In the context of digital transformation, increasing regulatory pressure, and heightened market instability, enterprises must abandon traditional isolated approaches and transition to flexible, adaptive structures that enable them not only to survive but to dominate in a hypercompetitive environment.

Statement of the task. To achieve the set purpose, the following tasks were formulated and solved in the study: 1) to identify and systematize the key principles of commercial enterprises' adaptation to the local conditions and specifics of Ukraine's business environment; 2) to develop a step-by-step diagnostic and transformation model for enterprises transitioning to the ecosystem approach; 3) to outline the fundamental technological, organizational, financial and socio-cultural mechanisms of such adaptation; 4) to conduct a comparative analysis of key ecosystem strategies (integration, orchestration, modularity) to determine optimal vectors for maintaining competitiveness.

Statements of the main material of the study. In the context of globalization and the digital transformation of the economy, the ecosystem approach is not only an innovative management concept but also a necessary strategy for ensuring the long-term resilience and competitiveness of commercial enterprises. Unlike traditional business models that focus on internal resources and isolated strategies, the ecosystem approach involves active interaction among various market participants enterprises, partners, customers, and even competitors within a shared value creation platform. The methodological foundations for adapting to this approach include a multi-level analysis of internal business processes, the enterprise's ability to integrate into network structures, and the utilization of synergetic effects. The relevance of these processes is driven by the need for flexible responses to external challenges, risk minimization in interactions with various stakeholders, and financial flow optimization. Furthermore, the ecosystem approach reshapes the very nature of competition: companies no longer compete in isolation but become part of complex networked relationships, where success depends on their ability to create and sustain strategic alliances.

Therefore, it is crucial to develop a comprehensive approach to adapting commercial enterprises to the ecosystem business environment, combining theoretical foundations, analytical methodologies, and practical tools for effective management in the new economic realities.

Let us now examine the key principles of adaptation to local conditions and the specifics of Ukraine's business environment (see Fig. 1).

According to the data in Fig. 1, the adaptation of commercial enterprises to local conditions and the specifics of Ukraine's business environment is a complex, multi-level process that involves integrating strategic, operational, and institutional changes into the company's internal structure. Amid high economic turbulence, frequent regulatory transformations, and political instability, Ukrainian enterprises are forced to operate in an environment of heightened uncertainty. This necessitates not only the use of standard management tools but also the development of innovative adaptation approaches. Management flexibility becomes a critical factor determining a company's ability to respond quickly to external shocks, restructure operational processes, and transform business models in a constantly shifting macroeconomic environment.

Innovative business openness, which serves as both a catalyst for technological development and a factor in cost reduction and productivity enhancement, enables enterprises to maximize the efficiency of local resources while creating added value in both domestic and international markets. In this context, partnership and cooperation are not merely tools for operational efficiency but key elements of strategic ecosystem integration. They contribute to the formation of sustainable business clusters, the reduction of transaction costs, and the enhancement of internal market efficiency.

Localization of solutions, based on a deep understanding of cultural, socio-economic, and regional characteristics, allows enterprises not only to differentiate their products and services according to specific consumer needs but also to establish long-term relationships with their customer base.

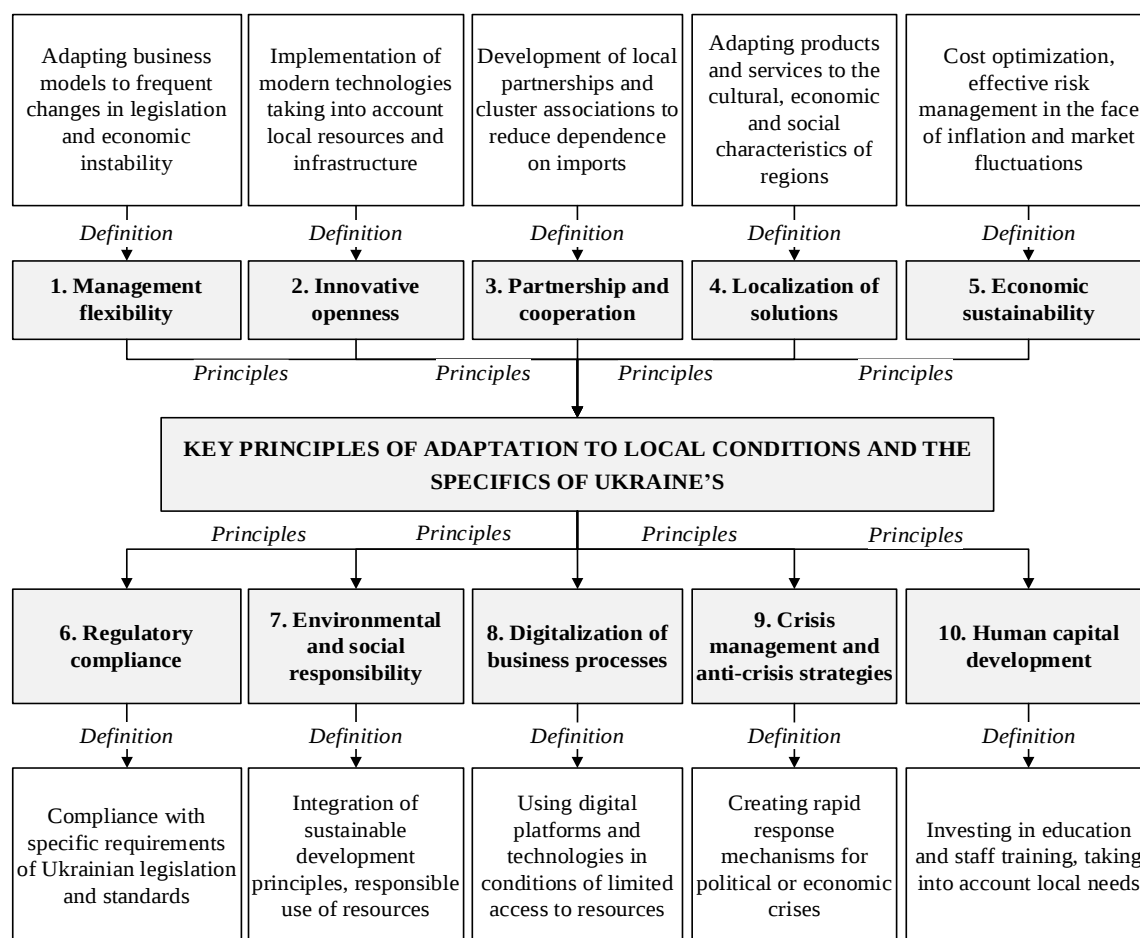


Figure 1. Key principles of adaptation to local conditions and the specifics of Ukraine's

Source: formed based on sources [1; 2; 3; 4; 5].

This increases loyalty and fosters market share growth. At the same time, economic resilience, achieved through effective cost and risk management mechanisms, ensures that enterprises maintain financial stability even amid high inflation, currency fluctuations, and other macroeconomic challenges. Regulatory compliance, given frequent legislative changes, becomes a continuous process of monitoring and adaptation. It requires companies not only to be flexible in their management decisions but also to demonstrate strategic foresight to minimize legal risks and avoid financial sanctions. Corporate environmental and social responsibility, when integrated into business strategies, not only strengthens a company's reputation but also opens new opportunities for attracting investments and entering international markets, where sustainable development is a key requirement for partnerships [1; 2].

Business process digitalization serves as a catalyst for structural change, providing enterprises with flexibility and agility in resource management, production process optimization, and strategic decision-making through analytical support. Furthermore, the development of effective crisis strategies and crisis management enables companies not only to mitigate their vulnerability to external shocks but also to transform crises into opportunities for transformation and growth. Finally, human capital development is not just a function of HR

policy but a strategic resource that determines the enterprise's innovative potential and its ability to sustain long-term growth.

Thus, adapting to the local business environment in Ukraine requires an integrated approach that combines management flexibility, innovative development, strategic cooperation, and ecosystem thinking. This ensures not only the survival of enterprises amid constant challenges but also lays the foundation for their sustainable growth and development in the global context.

The next step is to examine the adaptation model (the step-by-step transformation) of a commercial enterprise to the ecosystem approach in Ukraine (see Table 1).

Table 1. The adaptation model (the step-by-step transformation) of a commercial enterprise to the ecosystem approach in Ukraine

<i>№</i>	<i>Purpose</i>	<i>Tools and mechanisms</i>	<i>Key indicators</i>
<i>Diagnostic stage</i>			
1	Assessing the readiness of an enterprise for integration into the ecosystem	– SWOT analysis of ecosystem readiness – PESTLE analysis – Stakeholder Mapping	– Current level of business digitalization – Openness to innovation and technology – Degree of dependence on external partners
2	Identification of potential partners and points of synergy		
3	Identifying external and internal factors influencing integration		
<i>Strategic planning for ecosystem integration</i>			
4	Forming a vision for the enterprise in the ecosystem	– Value Proposition Canvas – Business Model Canvas with an emphasis on ecosystem interaction	– Network Effect Index (NEC). – Synergy in Partnerships (SEI). – Projected Value Added from Integration (EVA)
5	Defining target partnerships and the company's role in the network		
<i>Organizational transformation</i>			
6	Restructuring internal processes and structures to ensure effective interaction with the ecosystem	– Agile and Lean approaches – Matrix Organizational Structure – Corporate Culture Transformation	– Level of flexibility of the organizational structure – Indicator of personnel involvement in innovation processes – Index of adaptability of management processes
7	Creating a culture of collaboration and openness to change		
<i>Process integration and optimization</i>			
8	Integration of digital platforms for data and resource sharing in the ecosystem	– ERP systems with ecosystem integration functionality – IoT and Big Data – API integrations	– Partner integration time. – Supply chain performance indicator. – Number of integrated digital platforms
9	Optimization of supply chains and financial flows		
<i>Monitoring, evaluation and correction of the strategy</i>			
10	Continuous assessment of the effectiveness of ecosystem integration	– Balanced Scorecard for Ecosystem Management – Risk Management Mechanisms – Dynamic Scenario Planning	– Ecosystem Integration Index (EII). – Ecosystem Resilience Index (ERI). – Ecosystem Return on Investment (ROI)
11	Strategy correction based on feedback and new market conditions		

Source: formed based on sources [1; 2; 3; 4; 5; 8; 9].

According to the data in Table 1, the presented model of the step-by-step transformation of a commercial enterprise toward the ecosystem approach in Ukraine is not merely an adaptation tool for modern market conditions but a comprehensive mechanism for strategic and organizational restructuring. This model integrates enterprises into dynamic, multi-level interaction networks. At the diagnostic stage, a thorough assessment of the internal readiness of the enterprise for integration is conducted. This includes identifying strengths and weaknesses, as well as external challenges and

opportunities, using SWOT and PESTLE analyses. This stage not only determines the level of business digitalization, openness to innovation, and degree of dependency on external partners but also establishes a foundation for identifying potential synergy points critical in a turbulent environment. Strategic integration planning emphasizes the formation of a new enterprise vision within the ecosystem, where interdependence with partners and co-creation of value become the basis of competitive advantage. The use of tools such as the Value Proposition Canvas and Business Model Canvas allows businesses to not only rethink their model but also strategically position themselves within the ecosystem by maximizing network effects and partner synergies [1; 2; 3].

Organizational transformation goes beyond the traditional management approach, requiring the implementation of agile methodologies (Agile, Lean) and matrix structures that deeply integrate internal processes and foster innovative employee engagement. The transformation of corporate culture is not merely an addition but a necessary condition for effective interaction within the ecosystem. The ability to quickly adapt and engage in cross-functional cooperation becomes a defining factor for success. The integration and process optimization stage focuses on technological convergence, where ERP systems, IoT, Big Data, and API integrations are not only tools for improving operational efficiency but also essential for building transparent and resilient supply chains and financial flows within the ecosystem. Monitoring, evaluation, and strategy adjustment introduce a fundamentally new approach to management, where continuous feedback and adaptation to changing market conditions become integral to the strategic process. The use of Balanced Scorecard systems, risk management mechanisms, and dynamic scenario modeling enables enterprises not only to track current performance but also to proactively respond to potential challenges and opportunities, ensuring long-term resilience and competitiveness. The integration of analytical tools such as DEA (Data Envelopment Analysis) and KPI systems for measuring financial performance, partnership effectiveness, and innovation activity highlights the importance of quantitative assessment in ecosystem integration [4; 5].

Thus, the enterprise adaptation model to the ecosystem approach in Ukraine is not only a response to the modern challenges of globalization and digital transformation but also a strategic tool for ensuring sustainable development in conditions of high market uncertainty and technological turbulence. It integrates multi-level processes of diagnostics, planning, transformation, technological integration, and continuous improvement, enabling enterprises not only to adapt to new conditions but also to actively shape their own ecosystems, enhancing their role and significance in both national and international economic spaces.

The next step is to examine the key adaptation mechanisms of commercial enterprises to the ecosystem approach (see Fig. 2).

As seen from the data in Fig. 2, the adaptation of commercial enterprises to the ecosystem approach is a complex, multi-faceted process that requires the synchronous transformation of the technological, organizational, financial, strategic, and cultural components of the business model. High uncertainty and dynamic interdependence among market participants necessitate a departure from the traditional autonomous business paradigm in favor of integration into multidimensional network structures.

In this context, key factors of competitiveness include the speed of adaptation, decision-making flexibility, and the ability to engage in cooperative interactions within a distributed value proposition. Technological mechanisms such as API integration, big data utilization, and IoT not only serve as tools for optimizing operational activities but also act as fundamental means of merging internal business processes with platform-based ecosystem structures. This creates conditions for the self-regulating functioning of digital interconnections.

However, technological modernization without accompanying organizational reengineering is doomed to inefficiency, as traditional hierarchical management models exhibit institutional rigidity within the ecosystem's dynamic landscape. Implementing matrix

management structures, decentralizing decision-making, and adopting Agile approaches form the foundation for the rapid reorganization of internal processes in response to external changes. At the same time, the economic rationale for a company's participation in an ecosystem is not a trivial assumption but requires a strategic reassessment of monetization mechanisms. Classical profitability models are transforming under the influence of shared investment principles, revenue distribution, and added value assessment within multilateral cooperative relationships. The strategic dimension of adaptation involves not only the gradual expansion of ecosystem connections but also the deliberate construction of partnership networks aimed at long-term synergy, where co-creation of value becomes the dominant paradigm of economic growth [4; 5].

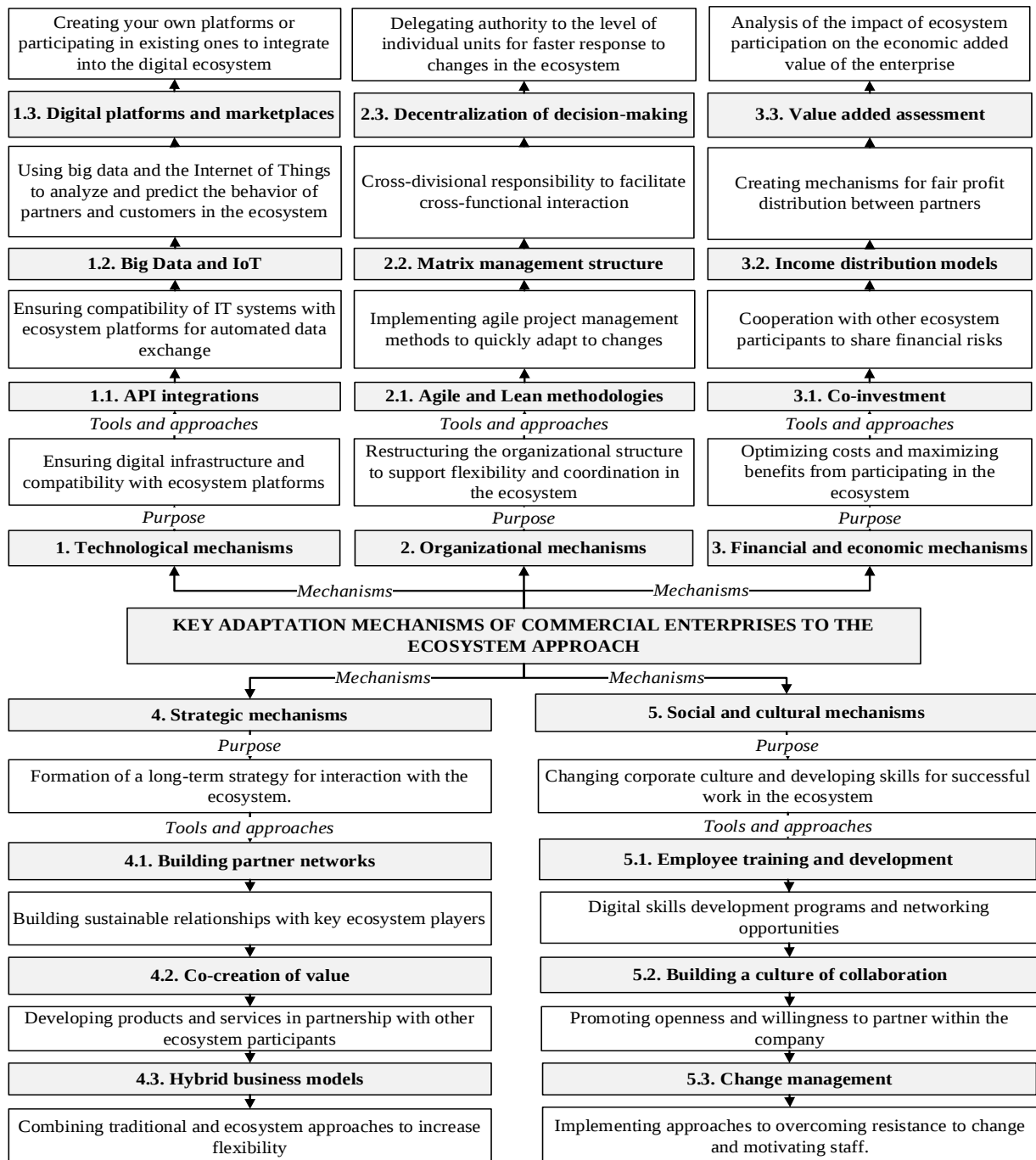


Figure 2. Key adaptation mechanisms of commercial enterprises to the ecosystem approach

Source: formed based on sources [4; 5; 6; 8; 9].

Meanwhile, the socio-cultural aspect of adaptation is equally critical, as integrating an enterprise into an ecosystem entails a profound shift in corporate culture from internal competition to prioritizing collective benefits, from closed processes to open innovation, and from rigid structuring to flexibility and experimentation. Without a proper transformation of managerial philosophy and corporate values, even the most advanced technological and strategic solutions may lose their effectiveness within the ecosystem framework [6]. Thus, the successful adaptation of an enterprise to an ecosystem environment is a non-linear, self-regulating process that requires the comprehensive integration of all the mentioned mechanisms, deep reflection on the business model itself, and an understanding of its ability to evolve and coexist within distributed economic interactions.

Let us now examine the key strategies for adapting commercial enterprises to the ecosystem approach (see Fig. 3).



Figure 3. Key strategies for adapting commercial enterprises to the ecosystem approach

Source: formed based on sources [6; 7; 8; 9].

According to the data in Fig. 3, the presented adaptation strategies for commercial enterprises to the ecosystem approach require a profound transformation of strategic priorities, operational models, and organizational architectures. This transformation takes place

in the context of a dynamically evolving competitive environment, where traditional management methods lose their effectiveness in favor of flexible, networked, and platform-based solutions. The choice between integration, orchestration, or modularity as fundamental vectors of adaptation is determined by a multitude of exogenous and endogenous factors, including not only industry specifics, the level of digital maturity, and existing competencies but also the enterprise's ability to strategically maneuver in conditions of high ecosystem turbulence. Integration implies the organic or structured embedding of an enterprise into already established ecosystems through deep synchronization of business processes, technological platforms, and value creation models. This can ensure accelerated scaling, optimization of transaction costs, and effective capitalization of network effects. However, a high degree of coordination dependence on ecosystem players may impose strategic constraints, particularly in terms of managerial decision-making autonomy, resource allocation flexibility, and the preservation of unique competitive advantages [6; 8; 9]. Orchestration, as a more proactive strategy, focuses on the enterprise's ability to manage the structural dynamics of the ecosystem, which involves forming a central coordinating role, modeling value flows, and establishing regulatory frameworks for partner interactions. Although this model creates opportunities to control critical growth points, set entry barriers for competitors, and build sustainable strategic alliances, its implementation requires significant resource allocation, advanced managerial competencies, and a technological infrastructure capable of supporting scalable ecosystem management [7]. Modularity, as a strategic approach, is aimed at maximizing adaptability while minimizing dependence on specific ecosystem configurations. It involves creating flexible, interchangeable components that can be integrated into various platforms and technological environments without the risk of strategic attachment to a single partner or market. This strategy not only allows an enterprise to diversify possible development scenarios but also to respond swiftly to transformational challenges. However, it requires a high level of standardization, the development of API-oriented architectures, and a deep understanding of compatibility mechanisms between different digital ecosystems [8, 9]. Thus, the effectiveness of adaptation strategies is largely determined by an enterprise's ability to systematically balance the depth of integration, the level of ecosystem control, and the speed of maneuverability, which, in turn, defines its long-term competitiveness. In an environment of ecosystem competition, a critical success factor is not only the availability of internal resources and technological potential but also the enterprise's ability to shape its own development trajectory through an optimal configuration of ecosystem cooperation, strategic decision-making autonomy, and innovation-driven differentiation.

A comparative analysis of the integration, orchestration, and modularity strategies is presented in Table 2.

Table 2. Comparative analysis of the integration, orchestration, and modularity strategies

№	Parameters	Strategy type		
		Integration	Orchestration	Modularity
1	Enterprise role	Partner in the ecosystem	Leader and coordinator	Independent participant
2	Degree of control	Medium	High	Low
3	Flexibility	Low	Medium	High
4	Dependence on partners	High	Medium	Low
5	Innovative activity	Medium	High	High
6	General risks	Loss of autonomy	Responsibility for ecosystem stability	Lack of influence on standards

Source: formed by the author on the basis of his own research.

As shown in Table 2, the choice of the optimal ecosystem interaction strategy directly depends on a company's resource capabilities, strategic ambitions, the level of control it seeks to maintain, and the degree of dependence on partners. Integration is most suitable for organizations focused on leveraging already established platforms and partnerships, as it allows them to minimize the costs of building their own ecosystem. However, this approach entails a high dependence on partners and the risk of losing autonomy, which may limit strategic flexibility and innovation independence. Orchestration, on the other hand, is a strategy that enables companies to become leaders in ecosystem development by maintaining a high level of control over key processes and coordinating market participants' interactions. This approach requires significant investments in creating a proprietary ecosystem and a high level of responsibility for its stability, adding complexity to management processes. Modularity provides businesses with maximum flexibility and independence, allowing them to avoid risks associated with excessive integration into a single ecosystem. However, the low level of control and limited influence on market standards may be a restraining factor for companies aiming to actively shape industry trends. In today's business environment, no single strategy is universal. Instead, combining different approaches allows companies to develop a resilient and efficient ecosystem interaction model that aligns with market dynamics and ensures long-term competitiveness.

Conclusions. Summarizing the results of the study, it was concluded that the adaptation of enterprises to the ecosystem approach is not only a necessary condition for their resilience in the modern economic environment but also a strategic imperative for ensuring long-term growth, competitiveness, and increased operational efficiency. The proposed multi-level transformation model for commercial enterprises demonstrates that the process of ecosystem integration is nonlinear and involves not only the implementation of digital technologies and organizational innovations but also a fundamental shift in approaches to strategic management, corporate planning, and business modeling. The findings confirm that traditional models of autonomous enterprise operations are gradually losing their effectiveness in an environment increasingly shaped by platform-based business models, multilateral cooperative relationships, and adaptive organizational structures. The implementation of the ecosystem approach enables enterprises to achieve positive network effects, realized through the optimization of transaction costs, the enhancement of strategic interaction among business environment participants, and the improved ability to rapidly reorganize operational processes in response to market fluctuations. At the same time, the effectiveness of ecosystem integration directly depends on the depth of organizational transformation, which includes the formation of an adaptive corporate culture, the development of strategic partnerships, the integration of ERP systems with digital interaction capabilities, and the use of analytical tools for monitoring the effectiveness of ecosystem management. The step-by-step adaptation model for commercial enterprises proposed in this study demonstrates that the process of ecosystem transformation cannot be universal and requires flexible customization based on industry specifics, the level of digital maturity, and the degree of regulatory certainty. However, regardless of the context, the fundamental criteria for success include the ability of an enterprise to integrate into partner business networks, ensure the effective use of digital platforms, strategically balance autonomy and cooperation, and maximize added value through synergy effects. Thus, it has been confirmed that the transition to an ecosystem approach is an inevitable stage in the development of modern business. Enterprises that timely implement the proposed transformation methodology gain not only operational advantages but also strong competitive positions in the long term. The proposed model of ecosystem integration will allow Ukrainian commercial enterprises not only to enhance their adaptability to market changes but also to create strategic prerequisites for scaling, entering international markets, and forming their own business ecosystems capable of actively influencing global economic processes.

References

1. Levkovets O. (2024) Ekosystemna stratehiia biznesu: realii konkurentsii tsyfrovoy doby [Ecosystem strategy of business: realities of digital age competition]. *Ekonomika ta suspilstvo*, no. 63, pp. 1–10. DOI: <https://doi.org/10.32782/2524-0072/2024-63-111>
2. Bochko O. Yu., Taranskyi I. P. (2024) Stratehii rozvytku biznes-ekosystem pidpriemstv enerhetychnoho sektoru [Strategies for the development of business ecosystems of energy sector enterprises]. *Akademichni vizii*, no. 27, pp. 1–6. DOI: <https://doi.org/10.5281/zenodo.13798920>
3. Boichenko K., Serheiev M. (2024) Ekosystemnist ta heneruvannia tsinnosti u pidpriemnytstvi [Ecosystem approach and value generation in entrepreneurship]. *Ekonomika ta suspilstvo*, no. 64, pp. 1–7. DOI: <https://doi.org/10.32782/2524-0072/2024-64-3>
4. Kuzmuk I. Ya., Osipova A. A., Vyshniuk V. V. (2024) Adaptatsiia biznes-modelei do vymoh tsyfrovoy ekonomiky [Adaptation of business models to the requirements of the digital economy]. *Akademichni vizii*, no. 32, pp. 1–13. Available at: <http://orcid.org/10.5281/zenodo.11447985> (accessed: 05 February 2025).
5. Lemeshko M. (2021) Sutnist ta osoblyvosti formuvannia ekosystem biznesu v novii ekonomitsi [The essence and features of business ecosystem formation in the new economy]. *Ekonomika ta suspilstvo*, no. 34, pp. 1–9. DOI: <https://doi.org/10.32782/2524-0072/2021-34-49>
6. Adner R. (2017) Ecosystem as Structure: An Actionable Construct for Strategy. *Journal of Management*, no. 43 (1), pp. 39–58. DOI: <https://doi.org/10.1177/0149206316678451>
7. Shen L., Shi Q., Parida V., Jovanovic M. (2014) Ecosystem orchestration practices for industrial firms: A qualitative meta-analysis, framework development and research agenda. *Journal of Business Research*, no. 173, pp. 1–19. DOI: <https://doi.org/10.1016/j.jbusres.2023.114463>
8. Jacobides M. G., Cennamo C., Gawer A. (2018) Towards a Theory of Ecosystems. *Strategic Management Journal*, no. 39 (8), pp. 2255–2276. DOI: <https://doi.org/10.1002/smj.2904>
9. Gawer A., Cusumano M. A. (2013) Industry Platforms and Ecosystem Innovation. *Journal of Product Innovation Management*, no. 31 (3), pp. 417–433. DOI: <https://doi.org/10.1111/jpim.12105>

Список використаних джерел

1. Левковець О. Екосистемна стратегія бізнесу: реалії конкуренції цифрової доби. *Економіка та суспільство*. 2024. № 63. С. 1–10. DOI: <https://doi.org/10.32782/2524-0072/2024-63-111>
2. Бочко О. Ю., Таранський І. П. Стратегії розвитку бізнес-екосистем підприємств енергетичного сектору. *Академічні візії*. 2024. № 27. С. 1–6. DOI: <https://doi.org/10.5281/zenodo.13798920>
3. Бойченко К., Сергеев М. Екосистемність та генерування цінностей у підприємництві. *Економіка та суспільство*. 2024. № 64. С. 1–7. DOI: <https://doi.org/10.32782/2524-0072/2024-64-3>
4. Кузьмук І. Я., Осіпова А. А., Вишнюк В. В. Адаптація бізнес-моделей до вимог цифрової економіки. *Академічні візії*. 2024. № 32. С. 1–13. URL: <http://orcid.org/10.5281/zenodo.11447985> (дата звернення: 05.02.2025).
5. Лемешко М. Сутність та особливості формування екосистем бізнесу в новій економіці. *Економіка та суспільство*. 2021. № 34. С. 1–9. DOI: <https://doi.org/10.32782/2524-0072/2021-34-49>
6. Adner R. Ecosystem as Structure: An Actionable Construct for Strategy. *Journal of Management*. 2017. № 43 (1). С. 39–58. DOI: <https://doi.org/10.1177/0149206316678451>
7. Shen L., Shi Q., Parida V., Jovanovic M. Ecosystem orchestration practices for industrial firms: A qualitative meta-analysis, framework development and research agenda. *Journal of Business Research*. 2014. № 173. С. 1–19. DOI: <https://doi.org/10.1016/j.jbusres.2023.114463>
8. Jacobides M. G., Cennamo C., Gawer A. Towards a Theory of Ecosystems. *Strategic Management Journal*. 2018. № 39 (8). С. 2255–2276. DOI: <https://doi.org/10.1002/smj.2904>
9. Gawer A., Cusumano M. A. Industry Platforms and Ecosystem Innovation. *Journal of Product Innovation Management*. 2013. № 31 (3). С. 417–433. DOI: <https://doi.org/10.1111/jpim.12105>