

ensuring the competitiveness of an enterprise.

Based on the study of the definitions of the term ‘personnel,’ a number of important conclusions can be drawn. First of all, personnel are a fundamental component of any organization, consisting of both employees and owners who ensure its functioning. The key characteristics of personnel are their number, structure and level of qualification, which are determined by the scale of the organization’s activities. Personnel management involves creating conditions to meet the personal needs of employees and promoting their professional development, which has a positive impact on the quality of working life and overall work efficiency. Competent human resource management is one of the determining factors of an organization’s success, as it promotes the optimal use of personnel and ensures the achievement of strategic goals.

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THE ROLE OF DIGITAL TOOLS IN ENSURING SUSTAINABLE DEVELOPMENT OF RAILWAY TRANSPORT ENTERPRISES

*D. Sc. (Econ.) H. V. Obruch, M. M. Brovarnyk,
Ukrainian State University of Railway Transport (Kharkiv)*

The current stage of development of the Ukrainian economy is the most difficult in all the years of the state's independence. The country suffers daily from merciless shelling, which threatens both the lives of Ukrainians and the loss of the industrial and transport potential of the economy. Railway transport enterprises also face unprecedented challenges in wartime, overcoming difficulties that test their endurance and adaptability. Despite the difficult circumstances, they continue to provide critically important transportation, supporting the logistical stability and economic viability of the country.

In addition to external destructive factors, the situation is complicated by systemic problems that have accumulated over the years, as well as the

instability and fragmented nature of the reforms carried out. This further exacerbates existing challenges, creating additional obstacles to development. The deepening of internal problems of railway transport enterprises not only hinders the realization of their operational potential, but also widens the gap between the development trends of the Ukrainian railway industry and world standards. This is manifested in the growth of structural imbalances in the functioning of enterprises covering the sphere of transport services, innovation and investment activities, as well as professional development of personnel.

Given the complexity of the problems that accompany the development of railway transport enterprises, as well as the general imbalance and inconsistency of the current industry management system with global growth trends of railway companies, it is necessary to form an effective approach to ensuring the development of enterprises. Such an approach will not only eliminate existing imbalances in the functioning of railway transport, but also create a solid foundation for the implementation of digital tools aimed at their stable growth. In this context, overcoming crisis phenomena and stimulating the processes of digitalization of railway transport enterprises should be based on a coherent approach to their development, based on the use of the multiplicative effect of digitalization. Its implementation involves the integration of an augmented real and virtual business environment, which will contribute to the transformation of the business model of enterprises, the modernization of their services, the improvement of business processes and the development of personnel competencies. Applying this approach will allow us to identify the optimal digital tools to ensure balanced growth of enterprises in the industry, facilitating their adaptation to modern challenges and integration into global rail transport development processes.

According to the proposed approach, the augmented real business environment for the development of railway transport enterprises is formed on the basis of the use of tools for digital modernization of services, innovation, technological and investment processes and competencies of personnel of enterprises in the industry. In particular, the tools for digital modernization of railway transport enterprises are defined as: navigation and location identification systems for rolling stock; marketplaces for freight transportation; multimodal transportation services; mobile applications for customers for managing transport services; intelligent transportation management systems; customer data management systems; a single customer transport card; biometric passenger identification systems; multifunctional personal client account; personalized transport service offers; intelligent climate control and lighting control systems for trains; robotic transport and logistics complexes, smart contracting.

Digital modernization of innovative and technological processes of railway transport enterprises involves the use of such tools as innovative rolling stock

and infrastructure elements, including vacuum trains based on the use of magnetic levitation technology; systems for diagnosing and monitoring the technical condition of rolling stock and infrastructure; innovative technologies for resource and energy conservation; systems for monitoring the life cycle of rolling stock and component assemblies, units and spare parts; engineering equipment dispatching systems; unmanned rolling stock management systems; digital depot; automation of technological processes; digital solutions for the exchange of innovative ideas, etc.

Among the tools for digital modernization of investment processes of railway transport enterprises, it is advisable to use the following main ones: capital construction facility management systems; virtualization of the infrastructure project life cycle; BIM digital modeling technologies in the design of facilities and their capital construction; digital services for investment and capital management; digital investment mechanisms, in particular the initial public offering (IPO); crowdfunding, including ICO (a business financing mechanism associated with the use of blockchain technology and cryptocurrency); digital video communication technologies for discussing investment projects, etc.

The development of the competencies of railway transport enterprises' personnel involves the use of such tools for their digital modernization as: corporate messengers; software and hardware complexes, virtual reality simulators and interactive systems for employee training; digital services for potential employees; digital technologies for personnel formation and release, including online recruitment, intelligent recruitment systems; electronic outsourcing; digital technologies for personnel development and training, including E-learning, gamification, distance coaching and coaching technologies; corporate university; digital systems for personnel management and motivation; digital technologies for HR marketing and HR analytics, etc.

Digital transformation of the business environment of railway transport enterprises involves the formation of a digital ecosystem for their growth based on the use of a complex of interconnected technological solutions to ensure the interaction of railway transport market participants. Thus, the main tools of digital transformation of the business model of railway transport enterprises are defined:

first, the formation of digital platforms in the areas of development of services of railway transport enterprises, production of innovative ideas and development of innovative products by enterprises of the industry, development and implementation of investment projects, personnel management and ensuring the intellectual development of railway transport enterprises;

secondly, the development of a digital twin of railway transport enterprises for full monitoring of the current status and changes in business processes, the ability to forecast and model situations, etc.

Thus, the study of the state and development trends of railway transport enterprises allowed us to conclude that there are a number of imbalances in their functioning, which significantly limit the potential of enterprises in the industry to ensure stable development and overcome the digital divide compared to global railway companies.

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SOCIALLY RESPONSIBLE MANAGEMENT IN THE TRANSPORT INDUSTRY AS A FACTOR OF COMPETITIVENESS IN THE GLOBAL ECONOMY

Yu. Yezhelyi

Poltava University of Economics and Trade

In the era of globalization, the transport sector plays a vital role in facilitating global economic interaction. At the same time, it faces increasing pressure to meet the demands of sustainable development and social responsibility. Equally important are social challenges related to safety, labor conditions, and the impact of infrastructure on local communities.

Socially responsible management (SRM) is emerging as a strategic approach that shapes the long-term competitiveness of transport companies. International standards such as those developed by the United Nations, OECD, and ISO 26000 provide a global framework for SRM, prompting companies to adapt in order to remain relevant in international markets. The aim of this paper is to substantiate the role of SRM as a key driver of competitive advantage in the transport industry.

SRM involves the voluntary integration of social and environmental priorities into business operations and stakeholder engagement, exceeding minimum legal obligations. According to ISO 26000, the core principles of SRM include accountability, transparency, ethical behavior, respect for stakeholder interests, compliance with the rule of law, adherence to international norms of conduct, and the protection of human rights [1]. In the case of transport, SRM requires special attention due to the industry's significant environmental footprint, high safety risks, complex working conditions, and notable influence on local environments, particularly through noise, emissions, and infrastructure access. Moreover, geopolitical instability creates additional difficulties, intensifying the need for internationally coordinated standards and cooperation through institutions such as the IMO, ICAO, and ILO.