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NEW BUSINESS MODELS IN THE DIGITAL ECONOMY: MODERN ARCHITECTURES OF VALUE CREATION AND COMPETITIVE ADVANTAGES

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НОВІ БІЗНЕС-МОДЕЛІ В ЦИФРОВІЙ ЕКОНОМІЦІ: СУЧАСНІ АРХІТЕКТУРИ СТВОРЕННЯ ВАРТОСТІ ТА КОНКУРЕНТНИХ ПЕРЕВАГ

The purpose of the article is to provide a theoretical interpretation of new business models as organizational responses of firms to the geoeconomic reconfiguration of world trade, to systematize their value-creation architectures, and to identify the transformation of sources of competitive advantage in contemporary international business. The emergence of new business models reflects not only the effects of digitalization but a deeper structural transformation of the global economy driven by shifts in trade routes, regionalization of markets, fragmentation of global value chains, and the growing role of industrial policy. Digital technologies operate primarily as a mechanism through which a new logic of international economic interaction is implemented. The decisive factor is the geoeconomic reconfiguration itself, which reshapes the spatial organization of production and trade, generating new constraints and opportunities for firms.

Goeconomic fragmentation shifts the sources of competitive advantage. In contrast to earlier stages of globalization, where competitiveness depended on scale, cost efficiency, and integration into global value chains, it is now increasingly determined by adaptability, the speed of business process reconfiguration, the ability to operate across multiple regulatory environments, integration into digital infrastructures, and control over data flows. Competitive positioning thus shifts from production efficiency to architectural flexibility.

New business models function as a form of institutional adaptation to the evolving configuration of world trade. Firms restructure not only their operations but also the logic of value creation by integrating production, communication, sales, analytics, and customer interaction within unified digital environments. The business model becomes a central mechanism of economic coordination that enables firms to operate under conditions of supply chain instability, regulatory asymmetry, and the growing influence of geopolitical and security considerations.

Contemporary business models take the form of hybrid architectures combining global digital scalability with regional and local embeddedness. Digitalization does not produce uniformity but increases differentiation, as firms must adapt to diverse regulatory regimes and market conditions while maintaining scalability through digital platforms and ecosystems. This reflects a new configuration of international business in which technological universality coexists with context-specific economic implementation.

The reconfiguration of world trade is accompanied by a transformation of the infrastructure of economic interaction. Goeconomic fragmentation reflects not the decline of international business but its transition to a new configuration. New business models represent the organizational manifestation of this shift, enabling firms to operate in an environment shaped by the interplay of technological, institutional, and geopolitical factors. Digital infrastructures, network effects, data, trust, and adaptive capacity emerge as the key determinants of competitiveness in the evolving global economy.

Метою статті є теоретичне осмислення нових бізнес-моделей як організаційної відповіді компаній на геоекономічну реконфігурацію світової торгівлі, систематизація їхніх архітектур створення вартості та виявлення трансформації джерел конкурентних переваг у сучасному міжнародному бізнесі. Поява нових бізнес-моделей відображає не лише наслідки цифровізації, а глибоку структурну перебудову світової економіки, зумовлену зміною торговельних маршрутів, регіоналізацією ринків, фрагментацією глобальних ланцюгів вартості та посиленням ролі індустріальної політики. Цифрові технології виступають не первинною причиною змін, а механізмом реалізації нової логіки міжнародної економічної взаємодії. Визначальним чинником стає саме геоекономічна реконфігурація, яка змінює просторову організацію виробництва і торгівлі та формує нові обмеження і можливості для бізнесу.

Установлено, що в умовах геоекономічної фрагментації відбувається зміщення джерел конкурентних переваг, і вирішального значення набувають адаптивність, швидкість переналаштування бізнес-процесів, здатність функціонувати у багаторівневому регуляторному середовищі, інтеграція у цифрові інфраструктури та контроль над потоками даних. Конкурентоспроможність дедалі більше визначається не виробничою ефективністю, а архітектурною гнучкістю бізнесу. Доведено, що нові бізнес-моделі слід розглядати як форму інституційного пристосування компаній до нової конфігурації світової торгівлі. Бізнес перебудовує не лише операційні процеси, а й саму логіку створення вартості, поєднуючи виробництво, комунікацію, продаж, аналітику та управління взаємодією зі споживачами у межах єдиних цифрових середовищ. У результаті бізнес-модель перетворюється на ключовий механізм координації економічної діяльності, що забезпечує здатність компаній функціонувати в умовах нестабільних ланцюгів постачання, множинності стандартів і зростання ролі політичних та безпекових чинників у міжнародній торгівлі. Сучасні бізнес-моделі формуються як гібридні архітектури, які поєднують глобальну цифрову масштабність із регіональною та локальною вбудованістю. Визначено, що реконфігурація світової торгівлі супроводжується трансформацією інфраструктури комерційної взаємодії: зміни відбуваються не лише на рівні окремих бізнес-процесів, а на рівні самої організації ринку, де платформи виконують роль ключових інституцій координації.

Установлено, що трансформація бізнес-моделей безпосередньо впливає на механізми міжнародної економічної взаємодії. Зовнішньоекономічні контракти зберігають свою правову функцію, однак процес їх формування дедалі більше інтегрується у цифрову інфраструктуру, при цьому контрактна координація поєднується з алгоритмічними механізмами підтримки прийняття рішень. Нові бізнес-моделі інтерпретуються як системний елемент геоекономічної реконфігурації світової торгівлі, який відображає зміну не лише способів створення вартості, а й базових принципів організації міжнародного бізнесу та глобальної економічної взаємодії.

Key words: international markets, international business, international commerce, e-commerce, foreign economic contract, fragmentation, regulation, competition, market conditions, marketing, business model, knowledge economy, digital economy, digital technologies, digital platform, value chains, ecosystem, AI, investment strategies, influencer, sales, brand.

Ключові слова: міжнародні ринки, міжнародний бізнес, міжнародна комерція, електронна комерція, зовнішньоекономічний контракт, фрагментація, регулювання, конкуренція, кон'юнктура, маркетинг, бізнес-модель, економіка знань, цифрова економіка, цифрові технології, цифрова платформа, ланцюги вартості, екосистема, ШІ, інвестиційні стратегії, інфлюенсер, продажі, бренд.

PROBLEM STATEMENT

The emergence of new business models is directly related to the goeconomic reconfiguration of world trade. The modern global economy is

undergoing a structural redistribution of trade flows, driven by geopolitical fragmentation, new industrial policies, and growing strategic competition among states. As a result, a new confi-

guration of trade corridors is emerging, reshaping the spatial organization of global production. This transformation creates new opportunities for business, as changes in trade routes open space for the emergence of new sectors and value-creation models. In the context of geoeconomic restructuring, companies are forced to adapt their production and investment strategies, which stimulates the search for new business architectures. The deepening of geoeconomic fragmentation is accompanied by a change in the very logic of organizing international business. In previous periods of globalization, companies' competitiveness was largely determined by production efficiency, access to resources, and scale of operations. In today's environment, the ability to integrate into digital infrastructures, use data as an economic resource, and form sustainable networks of interaction with consumers is becoming increasingly important. That is why new business models are increasingly emerging at the intersection of technological innovation, social communications, and platform ecosystems.

ANALYSIS OF RESEARCH AND PUBLICATIONS

In the current scientific literature, the transformation of business models in the digital economy is considered in several interrelated directions. McKinsey identified six archetypes of new business models that have emerged mainly in Asian economies and demonstrate growth rates that significantly exceed the average market [1]. The rapid growth of Asia's role in global trade and the formation of new trade corridors [2] create the environment in which these models emerge and spread. Deglobalization and geopolitical fragmentation [3], as well as the impact of conflicts on integration and polarization trends [4], form the structural context that forces companies to seek new business architectures. The instability of the global economy [5] and the challenges of digital transformation for different types of economies [6] reinforce the need to rethink traditional models of competitiveness. The digital economy as a tool of globalization and the mechanisms of its influence on international trade [7], as well as the development trends of the high-tech sector [8] constitute a significant area of scientific research. The authors analyse digital transformation as a driver of changes in companies' development strategies and business models, including in conditions of hyper-competition and the formation of platform structures [9, 10]. Platformization of the digital economy and the transformational potential of digitized ecosystems [11], the transition from

industrial to digital ecosystems [12], innovations as a driver of digital transformation in international trade [13], and new opportunities for international business in conditions of media digitization [14] are at the centre of scientific research. The practical dimensions of new business architectures are highlighted in works devoted to the reengineering of business operations [15], conceptual approaches to the analysis of the impact of digital transformations on the global business environment [16], digital transformation of enterprise management systems [17], and digitalization of corporate processes [18]. Aspects of financial security in the context of digital transformations [19] and digitalization as a factor of socio-economic inequality [20] outline the institutional challenges that accompany the spread of new business models. At the same time, the systemic interpretation of new business models as interconnected value-creation architectures remains underdeveloped, which is the purpose of the presented article.

FORMULATION OF THE ARTICLE'S OBJECTIVES

The purpose of the article is to theoretically generalize new business models of the digital economy, systematize their value creation architectures, and identify the transformation of sources of competitive advantage in modern international business.

THE PAPER'S MAIN BODY

The digitalization of the economy is changing not only the technological conditions for market functioning, but also the institutional architecture of entrepreneurial activity. Companies increasingly operate in platform environments, where economic interactions are organized through data networks, algorithmic management systems, and digital communication channels. In such an environment, the business model serves as a coordination mechanism for economic activity, integrating production, marketing, sales, and customer service into a single digital system. In the digital economy, the business model ceases to be merely a way for an enterprise to generate income and becomes a key architecture for organizing market interaction. It determines how the product, consumer, digital infrastructure, data, algorithms, and platforms are combined. It is through the structure of the business model that new value-creation mechanisms, new channels of communication with customers, and new sources of competitive advantage are formed. The business model becomes a key tool for companies' strategic adaptation to the new

economic reality. It determines not only how to generate profit, but also the structure of interaction among the company, consumers, partners, and digital platforms. It is through the transformation of business models that companies rethink the mechanisms of value creation, the channels of market access, and the sources of competitive advantage. McKinsey describes six archetypes of new business models that have emerged mainly in Asian economies and exhibit growth rates that significantly exceed the average market growth rate. They are united by several characteristics: reliance on digital infrastructure, the use of trust and communities as an economic resource, deep personalization, and active integration of artificial intelligence [1]. These archetypes reflect the broader transformation of the modern economy, in which companies are moving from linear models of value creation to network architectures of interaction. If the traditional economy was based on a sequential chain of "production — distribution — sale", then the digital economy increasingly functions as a system of interconnected platforms, user communities, and data flows.

The first business model is emotion-first products [1]. This model is based on transforming the emotional connection with consumers into a key driver of economic value. In the traditional industrial economy, the emotional component was considered mainly as an auxiliary element of marketing strategy. It supported brand perception but did not determine the business's architecture. In the modern digital economy, this logic is changing. Emotional interaction with consumers serves as the basis for demand formation, while the product serves as a material carrier of cultural or symbolic experience. Within this model, companies deliberately construct emotional ecosystems around their products. They form communities of followers, create cultural narratives, and use elements of gamification and collectability. The product ceases to be an isolated good and becomes part of a broader symbolic system. Consumers acquire not only a material object but also the opportunity to identify with a particular group or lifestyle.

The key mechanism of this model is the formation of repeated cycles of emotional engagement. This is achieved through limited product lines, regular assortment updates, special events for consumer communities, and digital platforms for audience interaction. Such strategies create a constant expectation of new products and stimulate repeat purchases [11–13]. From an economic perspective, this model reflects a shift

from functional value to symbolic value. In the traditional model, consumers purchase goods based on functional characteristics. In the emotionally oriented model, the cultural meaning embedded in the product becomes decisive. Companies, therefore, invest heavily in creating stories, characters, symbols, and cultural codes associated with the brand.

An important consequence is the emergence of high barriers to competition. Symbolic value cannot be easily replicated, even if the physical product can. Competition shifts from price and technology toward cultural influence. More broadly, this model reflects the transformation of consumption itself. Rising incomes, the spread of social networks, and digital communication are fostering the development of an identity economy, in which consumption is increasingly linked to self-expression and social interaction. Digital communication platforms significantly strengthen the role of emotional interaction in demand formation. Social networks, streaming services, and online communities enable the rapid diffusion of symbolic meanings that shape brand perception. As a result, emotional value becomes as important as, or even more important than, functional characteristics. Social platforms are gradually transforming into a new infrastructure of trade, not only through audience concentration but also through new mechanisms of commercialization. The integration of communication, content, and digital payment instruments allows transactions to be embedded directly into social interaction. In this environment, several mechanisms of commercialization emerge. Integrated social commerce combines product demonstration, communication, and purchase on a single platform, reducing transaction costs and lowering purchase barriers. Trust-based commercialization transforms social capital into an economic resource, with influencers acting as intermediaries who convert audience trust into demand. Algorithmic commercialization relies on data-driven personalization, embedding commercial content into user-specific information flows. Real-time interaction commercialization uses streaming technologies to integrate communication and transactions into a single process. Finally, integrating payment systems and logistics enables the completion of transactions within platform environments, turning social networks into a fully fledged e-commerce infrastructure.

The second business model is network-driven commerce [1]. In this model, social networks and digital communities become the primary channels of economic interaction. In the traditional system, intermediaries such as retailers, distributors, and

marketplaces played a key role. In the new model, these functions are increasingly transferred to platforms and individual digital actors. The central feature of this model is the integration of content, communication, and sales within a single digital environment. Consumers can observe product use in real time, interact with other users, and communicate directly with sellers. This significantly reduces the distance between producers and consumers. Influencers play a crucial role, combining the functions of marketer, seller, and communicator. Trust becomes the main resource of economic interaction, determining the probability of purchase. From an economic perspective, this model is based on the use of social capital as a production factor. Sales become embedded in communication, creating the effect of organic commerce, where purchasing emerges naturally from interaction rather than aggressive marketing. The expansion of this model is closely linked to mobile technologies and video platforms, which provide the infrastructure for rapid global interaction. This leads to the emergence of a new distribution architecture in which economic activity is integrated into social networks.

The third model is microsegmentation and microproduction [1]. This model reflects the transformation of industrial production logic. In the classical industrial economy, competitive advantage was based on economies of scale. Large production volumes reduced costs and enabled mass markets. In the digital economy, this logic is complemented by a new paradigm. Firms increasingly focus on multiple narrow consumer segments rather than a single mass market. Using large datasets, companies identify the specific needs of different consumer groups and launch small-batch production to test demand. Successful products are scaled up, while unsuccessful ones are quickly discontinued. This approach creates an economy of rapid experimentation, reducing the risks of overproduction and increasing flexibility. Production systems become more adaptive, supported by digital platforms, automated supply chains, and fast logistics. From a theoretical perspective, this model represents a transition from economies of scale to economies of variety, where responsiveness to demand becomes a key source of competitive advantage.

The fourth model is knowledge-driven customer acquisition [1]. This model is based on the use of educational content as a strategic tool for demand formation. In traditional marketing, advertising was the primary instrument of influence. In the new model, emphasis shifts toward education. Companies develop educational platforms, ana-

lytical materials, courses, and webinars to explain complex products and markets. This reduces information asymmetry and enables consumers to make more informed decisions. From an economic perspective, this model creates a new source of competitive advantage. The firm becomes not only a provider of goods and services but also a source of knowledge, fostering long-term trust. This is particularly effective in sectors characterized by high complexity, such as finance, technology, and healthcare.

The fifth model is Conglomerates 3.0 (ecosystem conglomerates) [1]. This model represents a new stage in the evolution of corporate structures. Traditional conglomerates were integrated through financial control or management coordination. In the digital economy, integration is achieved through shared data platforms. Companies create digital ecosystems that combine multiple activities within a single infrastructure. Digital identity systems, payment platforms, and data management systems play a central role. This creates a reinforcing effect across services, increasing customer loyalty and creating high barriers to entry. Competitors face difficulties in replicating such ecosystems due to their reliance on large datasets and complex digital infrastructures.

The sixth model — AI-native platforms — represents a new business architecture in which artificial intelligence is a central element of value creation [1]. Unlike traditional digital companies, where algorithms serve a supporting role, in this model, it is algorithmic systems that form the basis of the product, service management, and consumer interaction. Artificial intelligence enables personalization of services, automation of customer service, content generation, analysis of user behaviour, and real-time optimization of business processes. This allows you to scale individualized services without a significant increase in costs. From an economic perspective, this model offers an opportunity to combine mass and personalization. In the traditional economy, these characteristics were mutually exclusive. Mass production implied standardized products, while personalization required higher costs. The use of artificial intelligence enables automating the process of tailoring a product to individual user needs. Algorithms analyse large datasets on consumer behaviour, generate individual recommendations, and predict future customer requests. As a result, a new model of the digital economy is emerging, in which algorithmic systems serve as a key production resource.

AI-native platforms are also changing the very structure of digital business models. While in

previous stages of digital transformation, technologies were mainly used to improve the efficiency of existing business processes, in modern conditions, they form fundamentally new architectures for value creation. Companies build their services around algorithmic models that autonomously process information, optimize operational processes, and support continuous user interaction. An important characteristic of such platforms is the ability to self-learn and continuously improve. The more data accumulates in the system, the more accurate the prediction and personalization algorithms become. As a result, the effect of cumulative competitive advantage arises: platforms that are the first to gain access to large data sets can improve their algorithmic models more quickly and strengthen their market positions. In a broader context, AI-native platforms form a new type of digital business models in which data, algorithms, and computing infrastructure become the main factors in creating economic value. Competition between companies is increasingly shifting to the development of algorithmic systems, access to data, and the ability to integrate artificial intelligence into various stages of customer interaction. That is why AI-native architectures are increasingly seen as a key direction in the evolution of the digital economy and the transformation of modern international business.

If in the early stages of digital transformation [9; 10], artificial intelligence was used mainly as an analytical tool for data processing or optimization of individual business processes, then in modern conditions, a fundamentally different shift is taking place. Algorithmic systems cease to be an auxiliary element of the information infrastructure and become a central component of the architecture of digital platforms [12]. In such a configuration, artificial intelligence, big data, machine learning, and cloud computing are integrated into a single technological system that forms new mechanisms for creating value in international business.

An important characteristic of AI-native platforms is their scalability. Unlike traditional information systems, AI-native platforms can dynamically adapt computing resources to changing load. In the modern digital economy, data volumes can change rapidly, requiring flexible resource allocation mechanisms [15; 16]. Cloud infrastructure allows you to automatically scale computing power up or down based on the system's current needs. Thanks to this, companies can experiment with new algorithms, test different data analysis models, and quickly scale successful solutions. An equally important characteristic of

AI-native platforms is their flexibility. Modern algorithmic systems handle diverse types of data, operate across various software environments, and require integration with numerous digital services. Therefore, platforms must provide the ability to use a range of machine learning, analytics, and information-processing tools [17; 18]. The flexibility of the infrastructure enables companies to quickly adapt to technological changes, experiment with new algorithms, and introduce innovations without radically restructuring the entire information system.

As a result, a new model of innovative development is emerging, in which digital platforms are becoming an environment of constant experimentation. Companies can test new business solutions based on data analysis, quickly assess their effectiveness, and scale successful models. This development logic significantly accelerates innovation processes by reducing the cost of experimentation and shortening the time between the emergence of a new idea and its commercial implementation.

Another important consequence of the development of AI-native platforms is the formation of cumulative competitive advantages. The effectiveness of algorithmic systems depends directly on the amount of data they can use for training. The more data a digital platform accumulates, the more accurate its prediction and personalization algorithms become. This creates a self-reinforcing effect: large platforms gain even greater advantages by processing huge amounts of information. As a result, market competition is increasingly shifting toward control over data, computing resources, and algorithmic technologies.

In a broader context, AI-native cloud platforms can be considered as the institutional basis of the new digital economy. They form the infrastructure that ensures interaction between companies, users, research centres, and technology startups. In such a system, digital platforms act not only as channels for providing services but also as an environment for creating innovations. It is within these platforms that data, algorithms, and technological solutions are combined, allowing the creation of new products, the formation of new markets, and the reshaping of international competition. At the same time, the development of AI-native platforms creates new challenges. Since such systems rely on large datasets and complex algorithms, questions arise about their transparency, the protection of personal information, and the ethical use of artificial intelligence. The growing role of algorithmic systems in

economic decision-making requires the development of new institutional regulatory mechanisms to balance innovation with the protection of public interests.

The business models considered demonstrate that the modern digital economy is changing the very logic of value creation. In the traditional industrial system, the key sources of competitive advantage were the scale of production, control over material resources, and the efficiency of production processes. In the digital economy, intangible resources — trust, user communities, data, content, and algorithmic personalization mechanisms — are becoming increasingly important. It is through the combination of these resources that new business architectures are formed, integrating product, communication, sales, and analytics into a single digital ecosystem.

Within the framework of new digital business models, the nature of concluding foreign economic contracts is changing, as digitalization transforms the mechanisms for coordinating economic interaction among participants in international markets. If, in the classical model of international trade, the contract served as a central tool for formalizing agreements reached through negotiations between the parties, then, in the conditions of the digital economy, the contracting process is increasingly integrated into digital trade infrastructure. This means that individual stages of contractual interaction, including finding a counterparty, communication between the parties, agreeing on the deal parameters, checking the partner's business reputation, making payments, and monitoring the fulfilment of obligations, are increasingly carried out within a single digital environment.

Digital platforms play a key role in this process, as they combine information mediation, commercial coordination, and transactional support. As a result, a foreign economic contract is increasingly structured within a platform infrastructure, where a significant portion of the agreement's terms is standardized in accordance with the platform's rules. Such rules can determine the format of commercial offers, the order confirmation procedure, payment mechanisms, logistical support procedures, and tools for resolving possible disputes between the parties. This leads to lower transaction costs and shorter time to conclude international commercial agreements.

An important consequence of the development of digital business models is also a change in the structure of pre-contractual interaction between the parties. In traditional international trade, finding partners and establishing trust often required lengthy negotiations, the involvement of

trade intermediaries, or the holding of specialized exhibitions and fairs. In the digital economy, these functions are increasingly performed by online platforms, social networks, and digital ecosystems. It is in these environments that initial contacts are established, products are presented, technical parameters of goods or services are discussed, and preliminary agreements are formed. As a result, the formation of commercial relations between the parties increasingly begins in the digital space, and the contract itself serves as a legal record of the interaction that has already begun in the network environment.

Within the framework of social and network-driven commerce models, foreign economic transactions increasingly arise from direct communication among producers, sellers, and consumers in digital social environments. Social platforms create conditions in which product demonstrations, discussions of its characteristics, influencer recommendations, and purchase decisions occur within the same information space. This significantly reduces the distance between the parties to an international transaction and accelerates the process of forming contractual relations. In such conditions, the conclusion of a contract increasingly relies on prior digital interactions between market participants, including transaction history, seller ratings, consumer reviews, and other reputation assessment mechanisms. Another characteristic trend is the strengthening of the role of standardized digital tools in the contracting process. Many digital platforms offer standard agreement templates, electronic order confirmation forms, automated invoicing systems, and integrated payment services. Such tools enable significant automation of contract conclusion, especially for recurring transactions or standard commercial operations. Electronic document flow, digital signatures, and the integration of logistics services into the platform infrastructure create the opportunity for rapid agreement on the deal terms and a prompt transition from negotiations to contract execution. In micro-segmentation and micro-production models, the flexibility of contractual arrangements is particularly important. As production increasingly focuses on small batches of products tailored to the specific needs of individual market segments, foreign economic contracts often have a shorter time horizon and are concluded more frequently. This means that companies are increasingly using digital tools to quickly agree on technical specifications, delivery volumes, and logistical parameters of the deal. As a result, the contractual system of international trade is becoming more

flexible and dynamic, in line with the pace of change in the digital environment.

Within the ecosystem business models of digital conglomerates, foreign economic contracts are also integrated into the platform's service structure. If companies and customers interact within a single digital ecosystem, a significant portion of the identification, solvency verification, and transaction confirmation procedures can be automated using already available user data. Digital identification, integrated payment systems, and transaction history create an environment of greater trust, enabling faster contracting and lower administrative costs.

Further transformation of contractual interaction is associated with the development of AI-native platforms, within which algorithmic systems can analyse the behaviour of market participants, assess transaction risks, and offer optimal terms for commercial agreements. Artificial intelligence can be used to automate verification of counterparties, forecast potential violations of contractual obligations, optimize pricing conditions, and select the most effective logistics routes. In such conditions, the process of concluding a foreign economic contract is increasingly supported by algorithmic tools that enhance the efficiency of international commercial operations.

CONCLUSIONS

The six models examined demonstrate a structural shift in the logic of value creation. The classic model of competition, based on scale of production or price advantages, is gradually giving way to architectures where trust, data, communities, and algorithmic personalization become key resources. Artificial intelligence serves as a universal accelerator for these models, reducing transaction costs and enabling the scalability of individualized services.

The development of new business models signals a new architecture of competition in the digital economy. Companies compete not only on product quality or price, but also on their ability to create sustainable ecosystems of interaction with consumers, communities, and digital platforms. In this environment, control over data flows, access to digital infrastructure, and the ability to use algorithmic tools to personalize services and predict user behaviour are of great importance. In the long term, the development of digital business models will further transform the global economy. Companies that can effectively integrate digital technologies, data, and social networks into their business architectures will gain strategic advantages in global competition. That is why the study of new value-

creation models is becoming an important direction in the analysis of modern transformations in international business. The development of digital business models changes not only the structure of value creation but also the institutional mechanisms of organizing international trade. Foreign economic contracts retain their role as the main legal instrument for regulating commercial relations, but the procedure for concluding them is increasingly integrated into digital platforms, algorithmic systems, and e-commerce infrastructures. As a result, a new model of international economic interaction is emerging, combining contractual coordination with the technological capabilities of the digital environment to accelerate and simplify the process of entering into and implementing international agreements.

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