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**DEVELOPMENT OF REGIONAL DIGITAL ACCELERATORS:
PRECONDITIONS, FINANCING, RISKS, IMPACT ON THE LABOUR
MARKET AND SOCIO-ECONOMIC SPHERE**

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**РОЗВИТОК РЕГІОНАЛЬНИХ ЦИФРОВИХ АКСЕЛЕРАТОРІВ:
ПЕРЕДУМОВИ, ФІНАНСУВАННЯ, РИЗИКИ, ВПЛИВ НА РИНОК
ПРАЦІ ТА СОЦІАЛЬНО-ЕКОНОМІЧНУ СФЕРУ**

The article examines the key aspects of the formation and functioning of digital accelerators. A SWOT-analysis is carried out, which outlines the strengths (increasing business competitiveness, access to innovative technologies), weaknesses (outdated research, technological and production base of many institutions, organisations and enterprises), opportunities (attracting investment, stimulating the development of small and medium-sized enterprises) and threats (continuation of

large-scale armed aggression, economic instability). Particular attention is paid to the prerequisites for the development of digital accelerators, including the digitalisation of the economy, the growing demand for technological innovations, support from government and international programmes, and the need to adapt the economy to the challenges of the Fourth Industrial Revolution.

It is argued that the development of digital accelerators in Ukraine is in line with the provisions of the EU policy documents and the directions of the national digital transformation policy. The author focuses on the mechanisms of financing accelerators, including EU grant programs, government subsidies, private investments, etc. Particular attention is paid to identifying the risks associated with the operation of accelerators, with particular emphasis on military, operational, financial risks, as well as the risk of a mismatch between supply and demand and currency risk.

The article outlines the challenges that will be overcome by the creation of regional digital accelerators, in particular, the creation of sustainable ecosystems for supporting innovation, increasing the competitiveness of business entities (ensuring cybersecurity, finding funding and addressing human resources needs), and overcoming digital inequality between regions. The article reveals the impact of digital accelerators on the labour market: on the one hand, they contribute to the creation of new jobs in various fields, and on the other hand, they require rapid adaptation of the workforce to changing technological conditions, which poses the task of retraining.

The short-term and long-term impact of regional digital accelerators on the economy and social sphere is substantiated. The impact in the short term is manifested in stimulating local entrepreneurship, increasing employment, and intensifying investment flows. The long-term impact is associated with the transformation of the regional economy towards a knowledge-based model of development, increased innovation potential, and reduced economic and social inequality. It is emphasized that digital accelerators act as catalysts for change, promoting the integration of regions into global value chains and ensuring sustainable development of both the economy and society as a whole.

У статті досліджено ключові аспекти становлення та функціонування цифрових акселераторів. Здійснено SWOT-аналіз, в якому окреслюються сильні сторони (підвищення конкурентоспроможності бізнесу, доступ до інноваційних технологій), слабкі сторони (застаріла науково-дослідна, технологічна та виробнича база багатьох установ, організацій та підприємств), можливості (залучення інвестицій, стимулювання розвитку малих та середніх підприємств) та загрози (продовження широкомасштабної збройної агресії, економічна нестабільність). Особливу увагу приділено передумовам розвитку цифрових акселераторів, серед яких – цифровізація економіки, зростання попиту на технологічні інновації, підтримка з боку державних та міжнародних програм, а також необхідність адаптації економіки до викликів Четвертої промислової революції.

Обґрунтовано, що розвиток цифрових акселераторів в Україні відповідає положенням програмних документів Європейського Союзу та напрямам національної політики цифрової трансформації. Акцентовано увагу на механізмах фінансування акселераторів, включаючи грантові програми ЄС, державні субсидії, приватні інвестиції та ін. Окрему увагу присвячено ідентифікації ризиків, пов'язаних із функціонуванням акселераторів, серед яких особливу увагу приділено воєнним, операційним, фінансовим ризикам, а також ризику невідповідності попиту і пропозиції та валютному ризику.

Окреслено виклики, подоланню яких сприятиме створення регіональних цифрових акселераторів, зокрема створення сталих екосистем підтримки інновацій, підвищення конкурентоспроможності суб'єктів господарювання (забезпечення кібербезпеки, пошук фінансування та вирішення кадрових потреб), подолання цифрової нерівності між регіонами. Розкрито вплив цифрових акселераторів на ринок праці: з одного боку, вони сприяють створенню нових робочих місць у різних сферах, а з іншого – вимагають швидкої адаптації робочої сили до змінних технологічних умов, що ставить завдання перепідготовки кадрів.

Аргументовано короткостроковий та довгостроковий вплив регіональних цифрових акселераторів на економіку та соціальну сферу. Вплив у короткостроковому періоді проявляється у стимулюванні підприємництва,

зростанні рівня зайнятості, активізації інвестиційних потоків. Довгостроковий вплив пов'язаний із трансформацією регіональної економіки в бік знаннєво-орієнтованої моделі розвитку, підвищенням інноваційного потенціалу, зменшенням економічної та соціальної нерівності. Підкреслено, що цифрові акселератори виступають каталізаторами змін, сприяючи інтеграції регіонів у глобальні ланцюги створення вартості та забезпечуючи сталий розвиток як економіки, так і суспільства в цілому.

Keywords: *digital accelerator, digital transformation, digitalization of SMEs and public sector, rehabilitation services, regional economic recovery.*

Ключові слова: *цифровий акселератор, цифрова трансформація, цифровізація МСП і державного сектору, реабілітаційні послуги, економічне відновлення регіону.*

Problem statement. Digital accelerators are platforms for supporting and accompanying innovative projects from idea to commercialisation to accelerate Ukraine's post-war recovery and competitive development. A digital accelerator can have access to best practices at national and European level, providing SMEs and the public sector with high value-added services for technology infrastructure testing, access to training, networking and financial support. The Mykolaiv region was heavily affected by the war, so the development of rehabilitation services is an important area. The digital accelerator can function as an innovation centre promoting the development and implementation of digital technologies in health care institutions, rehabilitation centres for children and adults, including veterans, private educational and medical institutions, state and municipal sector organisations.

Analysing recent research and publications, identifying parts of the general problem that have not been resolved before. Taking into account the importance and relevance, the problem under study is the subject of active scientific discussions [1, 2, 3]. In the team monograph "Assessment of Innovative Development and Structural Transformations in the Economy of Ukraine" [4], scientists of the Institute for Economics and Forecasting of the National Academy of Sciences of Ukraine

conducted an in-depth analysis of the state of the innovation sector of Ukraine, substantiated the relevant organisational measures for the introduction of innovations.

And the monograph “Digital Technologies in the Innovative Transformation of the Ukrainian Economy” [5] identifies areas for further improvement of statistics and formulates proposals for monitoring the development of the digital economy and information society in Ukraine.

The practical measures taken by the Ministry of Digital Transformation of Ukraine [6], including projects that ensure regulatory approximation with EU law in the digital sphere and work to ensure the absence of barriers to digital trade, accelerate digitalisation in Ukraine to expand access to online markets and EU digital technologies, are of great interest in the context of the issue under study.

However, the transformation processes are ongoing, so the study of the development of regional digital accelerators allows us to better understand their features and role and improve the process of their further implementation.

The aim of the article is to study digital accelerators in Ukraine as a component of regional economic recovery.

The development of digital accelerators contributes to the overall objectives of the Digital Europe programme [7], which focuses on bringing digital technology to businesses, citizens, and public administrations. The mission of digital accelerator is to work together to help companies and public sector organisations providing educational, rehabilitation, and social services to implement digital tools for education, rehabilitation, and digital social support services (development, scientific substantiation of digital tools and services, search for funding, engineering, production, service and installation, staff training, experience exchange), which will increase their competitiveness and will help them integrate into the European AI ecosystem.

The Mykolaiv region has been heavily impacted by the war, exposing a critical shortage of qualified professionals to meet the growing need for rehabilitation, social, and specialized educational services. This problem can be solved through digital automation with the help of digital technologies, which is what the digital accelerator should be aimed at.

The SWOT-analysis of the prospects for the development of digital accelerators in the field of digitalisation of rehabilitation services in the Mykolaiv region is presented in table 1.

Table 1. The SWOT-analysis of the prospects for the development of digital accelerators in the field of digitalisation of rehabilitation services in the Mykolaiv region

Strengths	Weaknesses
1. Significant labour potential, availability of highly qualified specialists 2. Growing role of entrepreneurship in production, employment and budget revenues 3. Uniqueness of some products (including interactive solutions for education and rehabilitation, which are produced in Mykolaiv) 4. Availability of natural recreational resources, objects of the nature reserve fund 5. High degree of product and geographical diversification of exports 6. Developed transport network	1. Outdated research, technological, and production facilities of many institutions, organisations, and enterprises 2. Constantly rising costs of material and technical resources and energy, high interest rates on bank loans 3. High levels of waste generation and low rates of recycling 4. High level of demographic pressure
Opportunities	Threats
1. International support for development of projects 2. Bringing regional products to EU markets through the introduction of European quality standards 3. Introduction of a “customs business” regime with the EU for new markets, including free trade areas 4. Implementation of decentralisation reforms to increase financial self-sufficiency 5. Increased demand for domestic tourism, including health tourism 6. Increasing the investment attractiveness of the region 7. Implementation of state programmes to support applied research and innovation	1. Continuation of large-scale armed aggression 2. Economic instability (inflation, instability of the national currency exchange rate, rising prices for energy, fuel, etc.) 3. Loss of skilled and highly qualified personnel 4. Decrease in the attractiveness of business in Ukraine for investors 5. Insufficient budget support for scientific, technical, and innovation activities 6. High bank interest rates for credit resources 7. Deterioration in the state of health of the population; demographic crisis

Challenges to be overcome through a digital accelerator:

1. The need to improve global competitiveness through increased competitiveness of SMEs and public sector organisations as a result of digitalization. In the healthcare sector, there is a rapid increase in the need for rehabilitation and

psychological assistance services due to the pan-European trend of population ageing; an increase in military conflicts in the world, a large wave of displaced persons. Significant increase in the number of people with post-traumatic stress disorder (PTSD), complications of chronic diseases; post-COVID consequences that require rehabilitation (a new market segment).

2. Lack of qualified personnel in sufficient numbers, which necessitates accelerating the introduction of digital technologies to automate some processes. The need for continuous training, exchange of experience and rapid implementation of results (consumer adaptation through the development of education programmes and information campaigns).

3. Technological challenges, data protection and cybersecurity. Digitalization of SMEs and public sector organisations provides a foundation for implementing comprehensive cybersecurity measures, safeguarding data, and addressing evolving technological challenges in today's digital landscape.

4. Financial challenges – the implementation of innovative projects requires significant financial resources, so actively attracting investment, partnering with industry companies, and finding other sources of funding is one of the challenges that digital accelerator has to overcome.

The objectives of digital accelerator is in line with the objectives of the Digital Europe Programme (DIGITAL):

1. The digital transformation of enterprises in line with the needs of local SMEs and public sector organisations in Mykolaiv region of Ukraine.

2. Developing advanced digital skills and accelerating the best use of digital technology by health, education, rehabilitation, and social care institutions.

Digital Accelerator ensures the solution of tasks in the areas specified in the National Economic Strategy for the period up to 2030 [8], namely:

1. Acceleration of economic activity – by providing coverage of digital infrastructures and platforms in the areas of digital accelerator activity.

2. Transformation of resource sectors of the economy into highly productive, intellectual, and competitive ones.

3. Transformation of life spheres into efficient, modern, and comfortable ones, including raising awareness of the functionality of digital tools; updating and implementing new service delivery standards that require the mandatory use of digital tools.

4. Creation of new opportunities for the realisation of human capital, new jobs; digital technologies become available to vulnerable families and the social sphere (through education, rehabilitation, healthcare, social services).

Digital regional accelerator is also an instrument to support the elaboration and implementation of the regional Smart specialization approach. The domains are the following in Mykolaiv region: processing and canning of fruits and vegetables; production of dairy products; production of general purpose machines and equipment; repair and maintenance of finished metal products, machines and equipment; water intake, purification and supply. One of the important domain was the development of recreation. However, starting from February 2022, with the introduction of martial law and active combat, the recreation area lost its relevance and has been replaced by rehabilitation. Therefore, it is in the context of the development of rehabilitation technologies corresponds to the smart specialisation domain of Mykolaiv region. In general, starting from February 2022, the spectrum of businesses and research changed significantly, there is the need to concentrate on the most needed technologies for rehabilitation, water supply and purification, agro food (fruits, vegetables, dairy).

Given the specifics of martial law in Ukraine, digital regional accelerator can become a platform for testing digital solutions for veterans' rehabilitation in the context of military and post-war development, which will contribute to the accelerated development of digitalization in the field of rehabilitation in Europe.

The activities of digital regional accelerator will contribute to the implementation of the main objectives of the Digital Decade Policy Programme [9]. One of the key elements of the EU SMEs Strategy is capacity building and support for the transition to sustainability and digitalization; the EU Industrial Strategy aims to ensure the competitiveness of European industry in the global market; the

EU4Health 2024 Programme [10] is funded in the areas of health systems, health workforce, and digitalization.

Of course, the creation and functioning of digital accelerators will be affected by various types of risks (Table 2).

Table 2. Critical Risks and Risk Management Strategy

Risk №	Description	Proposed risk-mitigation measures
1	War risks (the risks of war may significantly affect the implementation of digital accelerator projects, but given the possible area of interest of a regional digital accelerator – medicine and rehabilitation – it should be noted that such services will be in demand in this area even if the military situation worsens, which, unfortunately, may lead to an increase in demand for medical and rehabilitation services and a decrease in the number of specialists who can provide such services in this area, so digitalisation will help to solve this problem). The likelihood that the risk will materialise even after taking into account the mitigating measures – medium	It is possible to organise back-up options for public events, including online; expand the geography of events (in case small and medium-sized enterprises move to safer areas)
2	Operational risks, including risks of team management (poor performance of duties or loss of a team member, etc). The likelihood that the risk will materialise even after taking into account the mitigating measures – low	Organisers should be institutions and organisations with a strong organisational structure and staff and should duplicate or complement each other's functions in each service segment as necessary
3	Financial risk – difficulties in self-financing/financing. The likelihood that the risk will materialise even after taking into account the mitigating measures – medium	Need to identify sources and scenarios that could affect all components of funding for the digital accelerator activity and develop a risk management plan at the level of each component / each organisation
4	Risks of mismatches between supply and demand related to rapid and uncontrolled growth in the need for rehabilitation services related to post-traumatic stress disorder, which will create a surge in demand for accelerator services. The likelihood that the risk will materialise even after taking into account the mitigating measures – medium	Search for additional state support and grants opportunities (European Union programmes, available for applicants from Ukraine, state and foundation grants) to strengthen the human, organisational, financial and production capacity of accelerators
5	Currency exchange risk (the possibility that funding amount value may decrease due to changes in the relative value of the involved currencies, EUR / UAH).The likelihood that the risk will materialise even after taking into account the mitigating measures – medium	The list of expenses should be reviewed regularly, using software or spreadsheets to help keep records and analyse expenses

Overall, digital accelerators bring together a diverse set of skills and resources at the base of digital accelerators, enabling them to tackle challenges ranging from technical development to market research and regulatory compliance. Collaboration and effective communication among the participants will be essential for the successful execution of the objectives of a regional digital accelerator.

The implementation of digital regional accelerators will contribute to strengthening entrepreneurship, developing partnerships and enhancing the region's competitiveness, namely:

1. Partnerships and synergies: establishing partnerships with both industry leaders and government agencies. Edutainment and development programmes: provides access to edutainment and development programmes aimed at supporting and developing innovative entrepreneurship.

2. Technological integration: promotes technological integration by creating innovation labs where companies can test new technologies and develop innovative products.

3. Financial support: may create mechanisms to financially support start-ups and innovative digitalization projects through its own funds or by attracting external funding sources.

4. Global vision and project launch: may have a global vision aimed at introducing advanced digitalization innovations.

The regional digital accelerator can achieve their objectives as a result of activities related to the development, testing, production, and implementation of digital tools in educational, medical, rehabilitation, and social services institutions, training of personnel in the use of these tools; assistance to SMEs and public sector organisations in finding funding to implement digital tools in their activities; development of an innovative ecosystem for the rapid dissemination and improvement of digital tools.

Expected short-term impact: increase in digital maturity of small, medium-sized enterprises and public sector organisations; medium-term impact: strengthening the competitiveness of small, medium-sized enterprises and public sector organisations;

long-term impact: creation of conditions and digital maturity for socio-economic recovery and development of the southern region; reduction of the consequences of unprovoked aggression against Ukraine for vulnerable groups of the population; implementation and dissemination of digitalisation best practices.

The regional digital accelerator can maximise the process of gathering information on the increase in digital maturity of SMEs and public sector organisations considering the use of digital technologies to improve environmental sustainability and environmental aspects of digital choices.

Conclusions and suggestions. The activities of the regional digital accelerator will contribute to the creation of economic and social preconditions for the recovery of the Southern region. Digital technology has opened up new possibilities and opportunities for SMEs, public sector organisations and individuals, resulting in increased economic growth and development (long-term objective). The introduction of digital technologies will have a triple effect: for professionals in the field of education, rehabilitation, and social services, it will intensify their work, improve the quality of work due to the use of the most modern tools (it will automate and digitise the work of medical, social, and rehabilitation institutions to increase their efficiency and reduce the burden on multidisciplinary teams) – short-term objective; for enterprises of various forms of ownership, including the public sector, implementing innovative digital tools – to increase competitiveness and sustainable development; for manufacturers of digital equipment – to scale up operations and develop scientific and technical developments to improve digital tools (medium-term objectives). The digitalization of SMEs and public sector organisations can have a profound impact on their competitiveness and bring significant benefits for society:

1. Levelling the playing field: digital tools and platforms enable SMEs to compete more effectively with larger corporations by reducing barriers to entry and accessing global markets. With the right digital strategies, SMEs can leverage their agility and innovation to carve out niche markets and differentiate themselves from competitors.

2. Enhanced efficiency and productivity: digitalization streamlines internal processes, automates routine tasks, and improves workflow management within SMEs. This leads to increased productivity, cost savings, and the ability to do more with limited resources, thereby strengthening competitiveness.

3. Access to global markets: by expanding their reach beyond traditional geographic boundaries, SMEs can find new partners and opportunities for growth, thus enhancing competitiveness.

4. Innovation and adaptability: digitalization fosters innovation by empowering SMEs to experiment with new business models, products, and services. With access to data analytics, AI, and cloud computing, SMEs can develop tailored solutions, respond quickly to market changes, and adapt to evolving customer needs, enhancing their competitive edge.

5. Improved customer engagement: digital tools enable SMEs to interact with customers more effectively, including providing prompt service.

6. Cost reduction and resource optimization: cloud-based solutions, virtual collaboration tools, and digital platforms enable SMEs to operate more efficiently and allocate resources strategically, improving their competitiveness.

7. Job creation and economic growth: SMEs are significant contributors to job creation and economic growth, so by embracing digitalization, SMEs can expand their operations, create new job opportunities, and stimulate local economies, thereby benefiting society as a whole.

8. Digital technologies are fundamentally changing access to information. Increased access to information leads to greater economic opportunities, better services, and advances in science and technology.

9. Digital technologies can help businesses reduce their consumption of energy and other resources by automating and optimising processes. This can lead to a reduced negative impact on the environment and lower emissions of pollutants.

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