first AI-driven campaign. The collaboration consisted of machine-generated images that perfectly combined with the «Moncler's» avant-garde sensibility. They showed how AI-generated content could complement high-level events.

Nevertheless, such a progress has its own risks. For example, in 2023, photos of politicians wearing «Balenciaga's» clothes spread online. They have garnered millions of views and sparked heated discussions on social media, but have been officially labeled as fakes. Then a video was uploaded showing actors from the famous Harry Potter film series wearing clothes from the same brand. Both of these works were done without Balenciaga's involvement, but some people believed that the brand was behind it. Thus, the use of AI can lead to confusion and loss of reputation by brands.

AI is rewriting the rules of the trade for brands, helping them streamline their supply chains, enhance personalization, and elevate creative marketing. Probably the pace of development of artificial intelligence will not decrease in the coming years. In the near future, the use of «smart assistants» in most areas will become the standard and most of businesses will use AI in different ways. Nevertheless, this can lead to the spread of deep fakes and misinformation. I believe that over time, we will become more cautious about such information and will verify its reliability. Artificial intelligence is a powerful tool for businesses and their marketing strategies, but it is important to use it responsibly.

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CHALLENGES OF IMPLEMENTING DIGITAL TRANSFORMATION

Вызовы реализации цифровой трансформации

The digital revolution is a process that affects all areas of life and is expressed in a widespread shift from mechanical and analogue to digital and reflects a fundamental change in the way people work and organize their life, when human resources are increasingly replaced by mechanical and software solutions. Over the last 40 years, digital transformation has undoubtedly already changed our world. There are ideas of creating «paperless offices», with entire companies run by small groups of people, while robots and digital systems perform the role of workers. However, the implementation of such ideas will not happen soon: with a sufficiently strong development of digital technologies, a large number of enterprises are extremely inefficient. This article aims to explain the challenges of digital transformation, to reveal the main barriers to implement it as well as to show its benefits.

The first barrier is the lack of a clear concept of digital transformation. For example, many people mistakenly consider the presence of a system administrator or programmer in

the staff to be a transformation, but neither of them will be involved in automation and digitalisation. The same applies to the positions of CIO (Chief Information Officer) and CTO (Chief Technology Officer), because it is necessary to change the integrated approach in all parts of the company. This happens due to misinterpretation of the term digital transformation.

Leadership is another important reason. Many executives, guided by the phrase «action must generate money», do not have time to wait for the effect of digitalisation. Also, the conservatism of the company's management, who believe that there is no need to change something that is already profitable, can be a problem. They don't understand that without digitalisation and automation, the company will be thrown backwards because of scattered and uninformative data.

Digitalisation requires permanent investments in the form of money and time. If at some point the management decides to stop financing due to the lack of immediate return on profit, the project will most likely fail, and you will have to start almost from scratch. As for medium and small businesses, they more often choose to economize on transformation, which leads to lagging behind in the industry.

Uneven transformation can take place. A company, for example, digitalises the process of ordering and delivering goods via a mobile app and tracking system. Then it starts using digital tools to optimise internal processes, and this is much more difficult to integrate with the existing external system.

Illiterate implementation can also take place. A company starts to apply new technologies simply because they are popular, not because they are really needed. Or a»company suddenly decides to completely digitalise its processes without analysing the needs of customers and employees first.

Employees' rejection of changes is another obstacle on the way. This rejection is often related to fear for their workplace, because in 2022 artificial intelligence widely excited the public by «taking away» jobs from artists, designers and even sculptors. Many people simply aren't ready to learn something new tech-related or, worse, don't have even basic computer skills. Buying expensive tech, handing it out to employees and sitting around waiting for results is pointless if you don't teach your employees to interact with the new devices.

Despite all the risks, digital transformation opens up new opportunities for business, increasing its efficiency and competitiveness. It enables the automation of many processes, significantly reducing the time spent on routine tasks. This gives employees more time for creative and strategic aspects of work, which increases their satisfaction and productivity. Real-time interactions and access to up-to-date information allow for more informed and responsive decision-making. In addition, digital transformation enhances the ability to»personalise products and services, which can significantly increase their appeal to»customers.