

were created, which became the key performers of the new digital agenda. The Center for Advanced Research provides services for organized technical support for the examination of events and pilot projects in the field of digital development, as well as other objects of expertise. The examination is carried out with the involvement of specialists of state bodies and organizations, as well as experts from the representatives of the residents of the Hi-Tech Park (HTP). Currently, every third expert involved is a resident of HTP. At the same time, in total, at least two experts per project are involved in the examination on a contractual basis.

The Belarusian government initiative on the development of a high-speed broadband network has made it possible to provide wide access to the Internet throughout the country. This contributes not only to providing the population with high-speed Internet, but also to the development of the digital economy and society as a whole. The introduction of e-government in Belarus plays a key role in simplifying the interaction of citizens and enterprises with government agencies. Over the next seven years, digital platforms will be actively implemented in the fields of education, healthcare, transport, communications, construction, industry, agriculture, trade, statistics, ecology, and housing and communal services. The creation of digital public services and the e-Government platform reduces bureaucratic barriers and increases the efficiency of public administration. Special attention is paid to the introduction of digital technologies in the educational process and the improvement of digital literacy of the population.

In general, digital development in Belarus is a complex and strategically important process aimed at ensuring stable and sustainable development of the country in the digital era. The results of the study confirm the positive impact of government initiatives on the digitalization of Belarus. The process of digitalization of the country is becoming an integral part of global trends and requires joint efforts of the state, business and society to achieve significant results. The study focuses on the important role of government support, which plays a key role in the successful transition to the digital economy and improving the quality of life of citizens in the era of rapid information technology.

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## **METHODS OF MINIMIZING THE RISKS ASSOCIATED WITH DIGITAL TRANSFORMATION**

### **Методы минимизации рисков, связанных с цифровой трансформацией**

Currently, digital technologies are being actively introduced into all spheres of our lives. The digital transformation (DT) is becoming an important element of the economic

system, affecting its structure and appearance. Such changes are the driving force of modern economic development. They can have various consequences and appear in various forms. Organizations are aimed to introduce innovations that will allow them to adapt to changing environment and provide a competitive advantage. However, the same digital initiatives that create new opportunities can lead to risks. As a result, there is a conflict between the need for innovation and the need to reduce risks. The aim of this research is to identify the key risks that businesses may face during the DT process, as well as to provide practical recommendations on how to minimize and resolve them.

1. Security. Cybercriminals are constantly improving their methods, so there is a need to develop security measures while maintaining the functioning of the digital economy. The most obvious consequence of cyberattacks is financial damage. The cost of recovering is significant and has long-term consequences. Cyberattacks can lead to the leakage of trade secrets, personal data, as well as a loss of reputation and customer trust. To protect against unauthorized access, it is recommended to use two-factor authentication and biometric data; to monitor updates to software and operating systems. A security audit will help identify vulnerabilities, while creating an emergency plan will minimize losses and restore performance in case of danger.

2. Gaps in the change management process. The absence of a change strategy can lead to the failure of any new project. The management should take into account the difficulties of implementation at early stages and look for the most understandable integrated systems. It is important to form a change management team consisting of highly qualified specialists. Such a team will help create a concept of DT that corresponds to the mission of the project and does not contradict the goals.

3. Personnel skills. In the process of DT, companies face a number of challenges, such as a lack of skills in software, digital security and data analysis. DT is a complete reorganization of the main business processes, tools and methods of company management. The organization of training and the involvement of a consultant will allow employees to feel confident in the correctness of the changes being made.

4. Corporative culture. Employees of organizations with outdated systems may resist changes. Top-management must ensure that employees are continuously supported and adapted to the new systems. Each employee must be prepared for significant changes and be willing to learn and adopt new tools and techniques.

5. Financial costs. For organizations with a less successful transformation strategy, scaling efforts may begin to delay deadlines and increase workloads. It is essential to consider consulting fees, changes in customer needs, and IT errors when estimating the investment budget. The cost of DT may continue to increase as the project progresses. The appropriate selection of digital systems has the potential to reduce costs and create opportunities for future changes.

However, the implementation of digital technologies inevitably carries risks associated with potential uncertainties. By understanding the general risks associated with DT, businesses can develop strategies to address these challenges. It is important to identify key risks that may arise during the DT process. The results of this study is

a base of a structured approach that allows for the identification of potential threats and the development of a flexible decision-making framework. Therefore, the most significant risks related to enterprise security, strategy management, personnel management, corporate policy, and financial management have been identified in the context of DT.

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## **THE DEVELOPMENT OF E-GOVERNMENT IN THE REPUBLIC OF BELARUS**

### **Развитие Электронного правительства в Республике Беларусь**

In the Republic of Belarus, the development of the E-government system is seen as a crucial goal of public policy, supported by a series of legislative acts and technical changes for transferring certain state services to electronic format. The primary aim of this text is to analyze the current state and future prospects of E-government in the country. Among the main regulations adopted in this area, the Informatization Development Strategy of the Republic of Belarus can be highlighted. The strategy notes that a universal automated information system (UAIS) has been established in Belarus, an interdepartmental electronic document management system and Mailgov secure E-mail system for public authorities and organizations actively operate [1].

In Belarus, all ministries and departments have their own online portals where it is possible to review the relevant information in a particular field or legislative acts. Besides, Belarus has a unified National Legal Internet Portal of the Republic of Belarus. Using UAIS resources and the electronic services national center, the public and businesses are able to obtain a range of services in the electronic format. The practice of the electronic digital signature is gradually introduced. When it is available, an electronic document is legally binding. In this case, there is no need to duplicate paper documents. The positive moment for Belarus is also quite a high rating. Belarus ranked 58th among 193 countries in the Government Development Index 2022 ranking.

In the future, it is assumed that 79 % of all government services will be delivered in electronic form, and 85 % of document management between departments and agencies should be performed by means of information technology. Within the framework of the State Program of Digital Economy and Information Society Development, it is planned to introduce electronic identification of individuals, including electronic passports of citizens [2].

All of the above activities and projects indicate a gradual introduction of the E-government principles in the country. However, this process develops not as fast as in