

Ievgen Lapchenko*

STRATEGIC DIRECTIONS FOR THE DEVELOPMENT OF TELECOMMUNICATION SERVICES IN UKRAINE IN THE CONDITIONS OF EUROPEAN INTEGRATION

The article substantiates the strategic directions of development of telecommunications services in Ukraine in the context of European integration as the basic infrastructure of the digital economy and society. It is shown that the European integration vector transforms the logic of the industry's functioning through the requirements of market openness, technological neutrality, consumer protection and guaranteeing the continuity of service provision. Key development challenges are identified: uneven infrastructure coverage between regions, asymmetry between the pace of digital transformation and investment opportunities of networks, as well as increasing requirements for quality, cyber resilience and data protection.

The strategic vectors of development of telecommunications services (infrastructure, regulatory, technological and social) are systematized and their systemic effect for reducing the digital divide, increasing market transparency and competitiveness of operators is revealed. It is proven that the transformation of the market under the influence of European integration is manifested in the consolidation of the structure, the transition from basic services to complex digital solutions and the growth of investment activity, while at the same time increasing financial and institutional risks. It is substantiated that the coordination of telecommunications development with the digital strategy of Ukraine and the priorities of the EU creates a multiplier effect, since the telecommunications infrastructure becomes a platform for e-government, digital public services and innovative business models. The conclusion is made about the need for a comprehensive combination of investments, institutional reforms and social orientation for the sustainable integration of Ukraine into the European digital space.

Keywords: telecommunications services, European integration, digital transformation, infrastructure modernization, regulatory harmonization, competition, cyber resilience, digital divide.

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<https://orcid.org/0009-0009-6670-2252>

Євген І. Лапченко

СТРАТЕГІЧНІ НАПРЯМИ РОЗВИТКУ ТЕЛЕКОМУНІКАЦІЙНИХ ПОСЛУГ УКРАЇНИ В УМОВАХ ЄВРОПЕЙСЬКОЇ ІНТЕГРАЦІЇ

У статті обґрунтовано стратегічні напрями розвитку телекомунікаційних послуг України в умовах європейської інтеграції як базової інфраструктури цифрової економіки та суспільства. Показано, що євроінтеграційний вектор трансформує логіку функціонування галузі через вимоги відкритості ринку, технологічної нейтральності, захисту прав споживачів і гарантування безперервності надання послуг. Визначено ключові виклики розвитку: нерівномірність інфраструктурного покриття між регіонами, асиметрію між темпами цифрової трансформації та інвестиційними можливостями мереж, а також зростання вимог до якості, кіберстійкості й захисту даних.

Систематизовано стратегічні вектори розвитку телекомунікаційних послуг (інфраструктурний, регуляторний, технологічний і соціальний) та розкрито їхній системний ефект для скорочення цифрового розриву, підвищення прозорості ринку й

* State Research Institute of Informatization and Modeling of the Economy. Ukraine.

конкурентоспроможності операторів. Доведено, що трансформація ринку під впливом європейської інтеграції проявляється у консолідації структури, переході від базових сервісів до комплексних цифрових рішень і зростанні інвестиційної активності, водночас посилюючи фінансові та інституційні ризики. Обґрунтовано, що узгодження розвитку телекомунікацій із цифровою стратегією України та пріоритетами ЄС створює мультиплікативний ефект, оскільки телекомунікаційна інфраструктура стає платформою для електронного урядування, цифрових публічних сервісів та інноваційних бізнес-моделей. Зроблено висновок про необхідність комплексного поєднання інвестицій, інституційних реформ і соціальної орієнтації для стійкої інтеграції України в європейський цифровий простір.

Ключові слова: телекомунікаційні послуги, європейська інтеграція, цифрова трансформація, інфраструктурна модернізація, гармонізація регулювання, конкуренція, кіберстійкість, цифровий розрив.

Problem statement. The processes of European integration of Ukraine are accompanied by deep structural changes in the field of telecommunications services, which act as the basic infrastructure of the digital economy and modern society. The development of telecommunications directly affects the competitiveness of the national economy, the level of digital accessibility for the population, the integration of Ukraine into the common European digital space and the improvement of the quality of public and commercial services. In this context, the telecommunications sector is gaining strategic importance as one of the key drivers of innovative and socio-economic development. At the same time, the adaptation of telecommunications services to European standards takes place in conditions of limited financial resources, uneven regional development, technological gaps and increased risks associated with the security and stability of networks. This necessitates the formation of clearly defined strategic directions for the development of telecommunications services, capable of ensuring the harmonization of the regulatory environment, modernization of infrastructure and integration of Ukraine into the European telecommunications space. Under such conditions, there is a need not only for accelerated technical renewal of the telecommunications infrastructure, but also for a systemic rethinking of approaches to managing the development of the industry. European integration imposes requirements on the telecommunications sector of Ukraine to ensure a competitive market environment, compliance with the principles of technological neutrality, protection of consumer rights and guaranteeing the continuity of service provision. The non-compliance of individual segments of the industry with these requirements hinders the full integration of Ukraine into the single EU digital market and limits the potential of using telecommunications as a tool for economic growth. An additional factor complicating the development of telecommunications services is the asymmetry between the pace of digital transformation of the economy and the capabilities of the telecommunications infrastructure. The growth of demand for high-speed Internet, new generation mobile services and digital platforms is not always accompanied by an adequate level of investment in access networks and backbone infrastructure. This creates risks of a decrease in the quality of services, a deepening of digital inequality between regions and restrictions on the access of the population and business to modern digital services.

In this context, the task of defining such strategic directions for the development of telecommunications services that would simultaneously take into account the

requirements of European integration, national priorities of socio-economic development and the needs of the domestic market is becoming more urgent. The formation of a balanced strategy for the development of the industry should ensure the coordination of investment, regulatory and technological policies, create conditions for increasing the sustainability of telecommunications networks and strengthening their role in ensuring the long-term development of the digital economy of Ukraine.

Analysis of publications. In scientific research, the development of telecommunications services is traditionally considered as a component of the information society and the digital economy. Considerable attention is paid to the issues of technological modernization of networks, the introduction of broadband access, the development of new generation mobile communications and improving the quality of services. In works devoted to European integration, the telecommunications sector is analyzed through the prism of harmonization of standards, regulatory convergence and the formation of a single digital market. At the same time, the scientific literature does not sufficiently systematize the strategic directions of the development of telecommunications services in Ukraine, namely in the context of practical adaptation to EU requirements, taking into account national characteristics, regional differentiation and long-term challenges of digital transformation. This highlights the need for a comprehensive approach to determining strategic guidelines for the development of the industry. At the same time, in works of economic and managerial direction, the emphasis is placed on the role of the telecommunications sector in increasing the competitiveness of national economies, stimulating innovative activity and forming new business models. Researchers emphasize that the development of telecommunications services contributes to the reduction of transaction costs, the expansion of access to markets and the acceleration of the integration of enterprises into global value chains. In this context, the telecommunications industry is considered not only as a technical system, but as an economic sector with a high multiplier effect [1-8].

In works devoted to European integration, the telecommunications sector is analyzed through the prism of the harmonization of standards, regulatory convergence and the formation of a single digital market. Scientists emphasize the importance of implementing European directives in the field of electronic communications, ensuring competition, protecting consumer rights and the development of cross-border digital services. Considerable attention is paid to the institutional aspects of market regulation, the role of independent regulatory authorities and mechanisms of state support for infrastructure development.

At the same time, the scientific literature does not sufficiently systematize the strategic directions of development of telecommunications services in Ukraine, precisely in the context of practical adaptation to the requirements of the European Union, taking into account the national peculiarities of market functioning, regional differentiation and resource constraints. Most studies focus either on general European approaches or on individual technical or regulatory aspects, without offering a holistic vision of the strategic development of the industry in the conditions of a transformational economy [9-17].

The issues of combining infrastructure development with institutional reforms, harmonizing investment priorities with social objectives of reducing the digital divide,

as well as ensuring the sustainability of telecommunications networks in the long term remain insufficiently covered. This necessitates a comprehensive approach to determining strategic guidelines for the development of telecommunications services in Ukraine, which would combine European integration requirements with the internal challenges of digital transformation and regional development.

Presentation of the main results. European integration is shaping a new development logic for telecommunications services in Ukraine, based on the principles of market openness, technological neutrality and ensuring universal access to digital services. In this context, strategic directions for the development of the telecommunications industry should combine infrastructure modernization with institutional and regulatory transformations. One of the key challenges remains the uneven development of telecommunications infrastructure between regions. European approaches are focused on reducing the digital divide and ensuring equal access to high-speed Internet regardless of place of residence. For Ukraine, this means the need to prioritize the development of networks in rural and remote areas, which requires a combination of market mechanisms and state support. A logical continuation of the above provisions is the realization that overcoming regional uneven development of telecommunications infrastructure is impossible without the formation of a long-term and coordinated state policy in the field of electronic communications. European practice shows that effective expansion of network coverage is achieved by combining a competitive environment with targeted investment incentives, in particular co-financing mechanisms, universal service obligations and support for projects in economically less attractive regions. For Ukraine, this means the need to move from fragmented initiatives to systematic planning of telecommunications infrastructure development, taking into account regional needs and socio-economic priorities.

At the same time, strategic directions for the development of telecommunications services should take into account not only the issue of physical access to networks, but also the quality, reliability and security of service provision. In the context of European integration, the importance of service quality standards, personal data protection and the resilience of telecommunications networks to external and internal threats is increasing. This highlights the need to implement modern regulatory mechanisms that can ensure a balance between the interests of consumers, operators and the state, as well as create conditions for long-term innovative development of the industry [3-9].

Thus, the development of telecommunications services in Ukraine in the context of European integration requires a comprehensive approach that combines infrastructure investments, institutional reforms and the social orientation of the industry. It is this logic that allows us to consider the telecommunications sector not only as a separate sector of the economy, but as a strategic platform for Ukraine's integration into the European digital space and improving the quality of life of the population.

The development of telecommunications services within the framework of European integration also involves changes in the market structure and competition models. The gradual opening of the market, increased requirements for quality and consumer protection stimulate operators to invest in network modernization and the introduction of innovative services. In such conditions, telecommunications companies are increasingly focused not only on the quantitative growth of the subscriber base, but also on creating added value through digital ecosystems.

Table 1. Strategic vectors of development of telecommunications services in Ukraine in the context of European integration

Development Vector	Target orientation	Expected systemic effect	Level of influence
Infrastructural	Expanding network coverage	Bridging the digital divide	National
Regulatory	Harmonization of norms with the EU	Market transparency	Industry
Technological	Implementation of new standards	Improving the quality of services	Operational
Social	Accessibility of services	Inclusive development	Social

Table 2. Transformation of the Ukrainian telecommunications market under the influence of European integration

Sign of transformation	Current state	Direction of change	Long-term result	Risk
Market structure	Fragmented	Consolidation	Stable competition	Medium
Service model	Basic services	Integrated solutions	Value growth	Low
Investment activity	Limited	Growing	Network modernization	High

An important strategic aspect is the coordination of the development of telecommunications services with the general digital strategy of Ukraine and the priorities of the EU. This involves the integration of telecommunications infrastructure with e-government, digital public services and innovative platforms, which creates a multiplier effect for the economy. The importance of coordinating the development of telecommunications services with the general digital strategy of Ukraine and the strategic guidelines of the European Union lies not only in the technological renewal of the industry, but also in the formation of a holistic institutional model of the digital economy. The European integration vector determines the transition from the isolated development of telecommunications networks to their functioning as a basic platform for the implementation of state and business processes, which significantly changes the role of communication operators in the country's economic system. The integration of telecommunications infrastructure with e-government systems contributes to increasing the transparency of public administration, reducing administrative costs and increasing the availability of public services for the population and business. At the same time, the development of digital public services stimulates the demand for reliable, high-speed and secure communication channels, which creates additional impulses for investments in new generation networks and digital solutions. In the broader economic dimension, telecommunications are becoming a key element of innovative infrastructure, which ensures interaction between the financial sector, industry, the service sector and creative industries. Such interconnection contributes to the spread of digital technologies, acceleration of knowledge transfer and the formation of new business models focused on data and customer-centricity [1-6].

Therefore, the strategic alignment of telecommunications development with European digital priorities creates the prerequisites for the emergence of a multiplier

effect, which is manifested in increasing economic productivity, increasing the competitiveness of the national market and strengthening Ukraine's position in the single digital space of Europe.

Table 3. Interrelationship of telecommunications services development with European digital priorities

Integration direction	Scope	Key result	Implementation horizon
Digital Single Market	Business and Consumers	Expanding access	Medium-term
Cyber Resilience	Critical Infrastructure	Network reliability	Long-term
Digital Skills	Human Capital	Growing demand	Long-term
Innovative Services	Smart Solutions	Technological breakthrough	Strategic

Thus, the strategic directions of development of telecommunications services of Ukraine in the conditions of European integration form a multi-level system of interaction of infrastructural, regulatory and socio-economic factors. Their implementation creates the prerequisites for deepening the integration of Ukraine into the European digital space and ensuring the sustainable development of the telecommunications industry.

Conclusions. The study substantiates that the development of telecommunications services of Ukraine in the conditions of European integration acquires a systemic and strategic nature, since the telecommunications sector acts as the basic infrastructure of the digital economy, innovative development and social integration. European integration forms a new logic of functioning for the industry, which combines the principles of market openness, technological neutrality, competition and universal access to digital services. It is proved that the key strategic directions of development of telecommunications services are infrastructure modernization, regulatory harmonization with EU norms, implementation of modern technological standards and strengthening of the social orientation of the industry. Their interaction provides not only an expansion of coverage and an improvement in the quality of services, but also creates conditions for reducing the digital divide between regions, increasing market transparency and increasing trust from consumers and investors. It has been established that the transformation of the telecommunications services market under the influence of European integration is accompanied by a change in the structure of competition, a transition from the provision of basic services to complex digital solutions and the activation of investment processes. At the same time, these changes are associated with increased risks, primarily of a financial and institutional nature, which requires a coordinated state policy and long-term strategic planning for the development of the industry. It is substantiated that the coordination of the development of telecommunications services with the general digital strategy of Ukraine and European digital priorities provides a multiplier effect for the economy. In this context, the telecommunications infrastructure is transformed from a separate industry into a platform for the implementation of e-government, digital public services, innovative business models and inter-sectoral interaction, which contributes to

increasing the productivity and competitiveness of the national economy. In general, the conclusion is made that the implementation of strategic directions for the development of telecommunications services in Ukraine in the context of European integration is possible only under the condition of a comprehensive combination of infrastructure investments, institutional reforms and socio-economic priorities. Such an approach creates the prerequisites for the sustainable development of the telecommunications industry, deepening the integration of Ukraine into the European digital space and improving the quality of life of the population in the long term.

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