

Dmytro Maslov. Formation of competitive advantages through digital platform solutions. *ЕКОНОМІЧНИЙ дискурс*. 2026. Випуск 1. С. 221-228.

DOI: <https://doi.org/10.36742/2410-0919-2026-1-21>

UDC 339.137.2 : 004.738.5

JEL Classification D23, L86, M15, O33

Dmytro Maslov
Postgraduate Student
National University «Zaporizhzhia Polytechnic»
Zaporizhzhia, Ukraine
E-mail: haatabish58@gmail.com
ORCID: 0009-0000-0310-5287

FORMATION OF COMPETITIVE ADVANTAGES THROUGH DIGITAL PLATFORM SOLUTIONS

Abstract

Introduction. In the latest economic model, the growing role of data, network effects, and digital ecosystems changes the logic of competition and the sources of enterprise market resilience. This context determines the relevance of the topic, as global market volatility and resource constraints intensify the demand for flexible digital tools that support business scaling and stable interaction with partners.

Methods. The methodological basis includes systemic, structural-functional, and comparative analysis, synthesis of academic sources, logical modelling, and interpretation of platform business models.

Results. The study shows that digital platforms form competitive advantages through lower transaction costs, faster coordination among market participants, the accumulation and analytical use of data, the activation of network effects, business scaling without proportional cost growth, revenue diversification, and the inclusion of the enterprise in digital ecosystems. This combination also improves business model adaptability. It is proved that a sustainable effect arises when platform architecture is aligned with digital strategy, marketing, service model, analytics, and change management. The scientific novelty lies in the systematization of value creation mechanisms and the sources of enterprise competitive advantages in the platform economy with the distinction of operational, analytical, market, and strategic levels of their manifestation.

Discussion. The practical value of the results lies in the possibility of using the proposed provisions in the development of digital strategies, the selection of platform integration models, the assessment of business scaling prospects, and the determination of investment priorities in digital infrastructure. Further research should focus on testing these mechanisms across different sectors and enterprise sizes. Particular attention should be paid to practical indicators for assessing the return on platform investment, the strength of network effects, and the role of data-driven tools in enhancing enterprise resilience.

Keywords: platform economy, digital transformation, network effects, data analytics, transaction costs, digital ecosystems, platform integration, strategic management.

Introduction.

During the first quarter of the 21st century, the digital economy has ceased to be a separate segment of the economic system and has increasingly begun to determine the overall logic of value creation, distribution, and appropriation. The accelerated development of information and communication technologies, data analytics, artificial intelligence, cloud services, and platform solutions is transforming market architecture and consumer expectations. As a result, the sources of enterprise competitive advantages are shifting from purely resource and production factors toward digital coordination, speed of interaction, and the ability to use data [1; 2].

For Ukrainian business, this issue is particularly relevant in the context of wartime challenges, market instability, limited access to resources, and, at the same time, accelerated digitalization. Digital platforms are becoming not only a channel of communication with customers but also a tool for restoring business activity, entering foreign markets, increasing the flexibility of business processes, and coordinating interaction with partners [3; 4; 5].

In the platform economy, competitive advantages are increasingly formed through network effects, platform architecture, access to data, personalization algorithms, rapid scaling, and the inclusion of the enterprise in digital ecosystems. This means that a digital platform acts not as an auxiliary software solution, but as a structural element of the latest economic model that changes the logic of value creation and strengthens the market position of the enterprise [6-8].

Under these conditions, the question of exactly which mechanisms allow digital platforms to shape the competitive advantages of business entities and how these mechanisms should be integrated into strategic management acquires scientific significance. The need for a comprehensive explanation of this relationship determines the relevance of the chosen topic.

Analysis of recent research and publications.

The issue of forming competitive advantages through digital platforms is interdisciplinary and covers research on digital transformation, strategic management, platform economy, innovative development, and organizational change.

Studies devoted to enterprise digital transformation emphasize that digitalization increases process speed, improves the accuracy of managerial decisions, strengthens business resilience, and enhances the ability to adapt to an uncertain environment. Such conclusions can be traced, in particular, in the works of N. M. Yevtushenko and D. I. Stetsenko, H. V. Blakyta, K. V. Bahatska, V. T. Susidenko, as well as I. F. Kaida [3; 4; 11; 12].

A separate line of research includes studies in which digital strategy is viewed as a mechanism for aligning the digitalization of business models, customer experience, and operating processes with the overall strategy of the enterprise. This makes it possible to move from fragmentary implementation of individual technologies to systemic digital transformation [5].

Research on the platform economy and network effects proves that digital platforms change the very nature of competition: advantages depend less and less on the volume of tangible assets and increasingly on the quality of data, algorithms, the number of network participants, and the ability to coordinate value exchange among different user groups [6-9].

At the same time, contemporary studies on change management and digital coherence emphasize that a technological solution in itself does not guarantee a market effect. A sustainable competitive advantage arises when the platform is integrated into the strategic management system and supported by organizational competencies, data analytics, a corporate culture of change, and mechanisms for coordinating innovative initiatives [10].

The literature review shows that most available studies highlight either general aspects of digital transformation or individual characteristics of platform models. Less developed is a comprehensive approach in which digital platforms are considered specifically as a basis for the formation of enterprise competitive advantages in the latest economic model. This research gap determines the expediency of

further study.

Purpose.

The purpose of the article is to provide a theoretical substantiation and systematization of approaches to forming enterprise competitive advantages through digital platforms, as well as to determine the key mechanisms of their influence on the competitiveness, innovativeness, and adaptability of business entities in the latest economic model.

To achieve the stated purpose, the paper provides for the solution of the following interrelated scientific objectives:

1. To generalize theoretical approaches to understanding digital platforms as an organizational and economic mechanism of enterprise development in the latest economic model.

2. To analyze recent scholarly publications on digital transformation, the platform economy, and strategic management and to identify the research gap in the study of enterprise competitive advantages.

3. To identify the key mechanisms for forming competitive advantages through digital platforms, in particular lower transaction costs, network effects, data analytics, scalability, and ecosystem interaction.

4. To reveal the role of data as a strategic asset of the enterprise in the process of offer personalization, service improvement, and enhancement of the quality of managerial decisions.

5. To compare traditional and platform business models in the context of value creation, activity scaling, and ensuring the sustainability of competitive advantages.

6. To substantiate the conditions under which a digital platform is transformed from a technical tool into a source of long-term enterprise competitiveness.

7. To determine the specific features and limitations of implementing platform solutions by Ukrainian enterprises under unstable conditions, wartime challenges, and accelerated digitalization.

8. To systematize practical directions for using digital platforms in the development of digital strategies, the selection of integration models, and the assessment of business scaling prospects.

Thus, the formulated objectives ensure a logical transition from a theoretical understanding of the platform economy to an explanation of the mechanisms for forming competitive advantages and the practical use of platform solutions in the strategic development of the enterprise.

Methodology.

The methodological logic of the study is based on a combination of general scientific and special approaches whose application corresponds to the subject of the research, namely the formation of enterprise competitive advantages through digital platform solutions. The systemic approach served as the basic one in the study and made it possible to consider the digital platform not as a separate technological product but as an integral organizational and economic mechanism embedded in the business model, the system of interaction with stakeholders, data analytics, and the strategic management of the enterprise. Owing to this approach, the relationship among platform architecture, network effects, value creation processes, and long-term competitiveness of the business entity was determined.

To identify the internal structure of this relationship, structural-functional analysis was used. Its application made it possible to distinguish the key elements of a platform solution – data, digital services, channels of interaction, ecosystem participants, coordination mechanisms, and scaling mechanisms – and to establish the functions of each of them in the process of forming competitive advantages. On this basis, the main mechanisms of the influence of digital platforms were identified, namely lower transaction costs, stronger network effects, analytical use of data, model scalability, and ecosystem interaction. Elements of functional interpretation were additionally applied to trace how each of these mechanisms is transformed into a concrete competitive result, from saving resources and accelerating market response to strengthening barriers for competitors and long-term business adaptability.

Comparative analysis was applied to compare traditional and platform business models by the

criteria of value creation sources, the role of assets, the nature of customer interaction, the scale effect, and the sustainability of competitive advantages. This approach showed that in the latest economic model the competitive position of an enterprise increasingly depends not only on the availability of material resources but also on the ability to coordinate multilateral interaction, accumulate and interpret data, and integrate into digital ecosystems. Methods of analysis and synthesis were used to move consistently from individual scientific provisions to a holistic understanding of platform logic as a source of competitive advantages.

An important place in the study was occupied by the generalization of scientific sources, by means of which contemporary approaches to digital transformation, the platform economy, change management, and strategic integration of digital solutions into enterprise activities were systematized. This made it possible to outline the research gap and to form the author's logic of the study. Logical modelling was used in constructing the scheme of the formation of competitive advantages through a digital platform and the contour of the platform ecosystem as an environment of value creation. The interpretation of platform business models ensured the applied understanding of the theoretical provisions and made it possible to connect conceptual conclusions with the practice of strategic enterprise development. The totality of the methods used ensured the consistency, validity, and logical completeness of the results obtained, as well as the correspondence of the formulated conclusions to the stated purpose and research objectives.

Results.

A digital platform should be considered as an organizational and economic mechanism that unites producers, consumers, partners, suppliers, and service modules within a single digital environment. Within such an environment, the enterprise not only sells its own product but also coordinates interaction among different groups of market participants, creating new value through access, data, standards, and the speed of exchange [7; 8].

The first basic mechanism for forming competitive advantages is the reduction of transaction costs. The platform simplifies the search for counterparties, communication, agreement of terms, support of transactions, and after-sales service. This reduces time and resource costs, increases the promptness of decisions, and creates an advantage in the speed of market response [9].

The second important mechanism is the network effect. As the number of users increases, the value of the platform for each individual participant grows, creating a self-reinforcing scale effect. Under such conditions, the enterprise can not only rapidly expand its market presence but also create barriers for competitors through the concentration of demand, supply, and data within a single digital space [6].

The third source of competitive advantage is the transformation of data into a strategic asset. The accumulation, processing, and interpretation of data make it possible to personalize offerings, predict consumer behavior, test new services more quickly, and promptly change platform logic. As a result, the enterprise gains not only a technological but also a managerial advantage [6; 9].

Compared with the traditional linear business model, a platform solution allows activity to scale without proportional growth in physical asset costs. Value is created not only within the enterprise but also at the intersection of many participants in the digital ecosystem, which expands monetization opportunities and accelerates innovative development [7; 8].

To generalize the logic of the influence of a digital platform on the formation of competitive advantages, it is advisable to present the corresponding scheme (Fig. 1).

The logic presented in Fig. 1 should be interpreted as a sequence of transition from platform architecture, data, and network interaction to specific market results. In this chain, the platform performs the role of a coordination core, while competitive advantages arise not only through digital infrastructure but also through the management of information, service, and interaction flows among participants [5; 10].

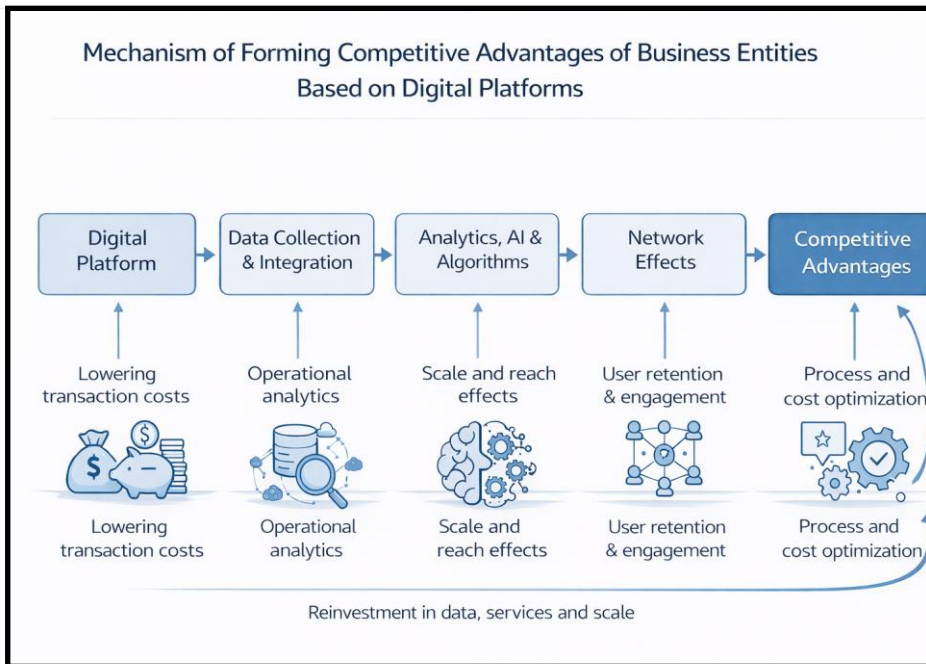


Fig. 1. Logic of forming enterprise competitive advantages through a digital platform*
 *Source: developed by the author based on a synthesis of approaches [5-8].

At the same time, a digital platform does not provide a sustainable effect if it is implemented as an isolated technical project. Its effectiveness increases when platform logic is integrated into corporate strategy, marketing policy, analytics systems, service management, innovative initiatives, and work with partners. Such integration makes it possible to transform a digital solution into a source of long-term competitiveness [5; 12].

For greater structuring of the study, the mechanisms for forming enterprise competitive advantages through digital platforms should be generalized in Table 1.

Table 1. Mechanisms for forming enterprise competitive advantages through digital platforms*

Mechanism	Nature of influence	Competitive result
Reduction of transaction costs	simplification of the search for counterparties, communication, agreement of terms, and support of transactions	saving time and resources; faster market response
Network effects	growth in platform value as the number of participants increases	strengthening of market position and barriers for competitors
Data analytics	accumulation and use of data on demand, customer behavior, and market signals	personalization of the offering; better managerial decision-making
Scalability of the model	expansion of the user base without proportional growth in asset costs	accelerated growth of market coverage and revenues
Ecosystem interaction	combining customers, partners, suppliers, and service modules within a single digital contour	business model sustainability and long-term adaptability

*Source: generalized by the author based on [6-9].

The mechanisms presented in Table 1 do not operate in isolation but in combination. For example, data analytics strengthens network effects through better personalization, while lower transaction costs

increase the attractiveness of the platform for new participants. As a result, a cumulative effect is formed, under which each subsequent step of digital development reinforces existing advantages [6; 9].

The platform business model also changes the method of monetization. An enterprise can combine direct sales, commission mechanisms, subscriptions, digital services, and ecosystem partnerships. Thanks to this, the platform becomes a tool not only for optimizing costs but also for diversifying revenues and increasing the sustainability of the business model [7; 8].

For a more precise understanding of the specifics of platform solutions, it is advisable to compare traditional and platform business models in the context of forming enterprise competitive advantages (Table 2).

Table 2. Comparison of traditional and platform business models

Criterion	Traditional model	Platform model
Source of value	production and sale of one's own product	coordination of interaction among several user groups
Role of assets	tangible resources and the production base dominate	data, algorithms, and the participant network are of key importance
Interaction with the customer	predominantly a linear model of «enterprise – customer»	multilateral interaction of «customers - partners – suppliers»
Scale effect	growth is accompanied by additional infrastructure costs	scaling occurs faster due to digital expansion
Sustainability of advantages	depends on price, quality, and production capabilities	is strengthened by network effects, data, and ecosystem ties

**Source: systematized by the author based on [5; 7; 8].*

The comparison presented in Table 2 shows that in the latest economic model competitive struggle is increasingly shifting from the sphere of asset ownership to the sphere of coordinating interaction, analytical use of data, and speed of scaling. This does not mean the loss of importance of traditional resources; however, it is platform logic that allows the enterprise to transform resource potential into market results more quickly [7].

No less important is the inclusion of the enterprise in the digital ecosystem. In this case, the source of advantages becomes joint innovation, access to external knowledge, partnership promotion channels, integrated services, and the ability to use external modules to expand one's own offering. In the digital economy, those business entities that do not simply automate individual processes but build an ecosystem model of development are the ones that succeed [7; 8].

Another critically important factor is organizational readiness for digital transformation. Platform advantage requires a digital strategy, integrated data architecture, personnel competencies, change management mechanisms, and a coordinated portfolio of innovative initiatives. Without this, the enterprise risks obtaining a set of fragmented digital solutions without any significant influence on its market position [10; 11].

For Ukrainian enterprises, platform solutions have additional importance because they facilitate entry into new markets, increase the resilience of communication with customers and partners, support remote work formats, and accelerate integration into the European digital space. At the same time, the key limitations remain a shortage of investment, uneven digital culture, lack of specialists, and the need for systemic management of digital change [3; 4; 11; 12].

The generalized contour of the platform ecosystem and value creation channels is presented in Fig. 2.

As can be seen from Fig. 2, a digital platform unites customers, partners, suppliers, service modules, analytical components, and regulatory components within a single interaction contour. In this system, the data obtained from different participants become the basis for improving service, launching new functions, optimizing business processes, and increasing the value of the platform for each side of the interaction [6, 10].

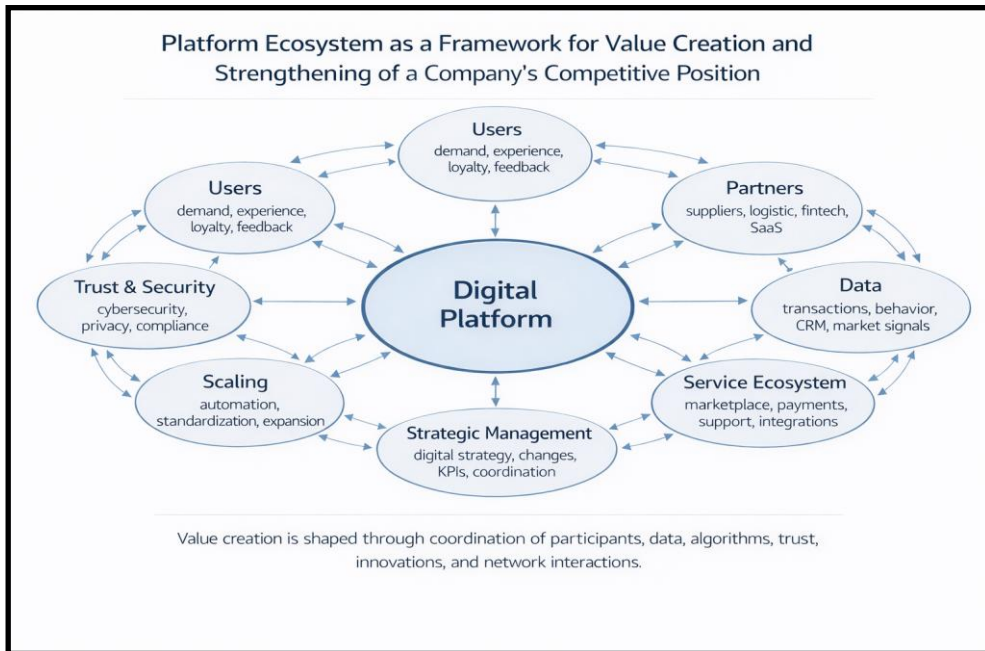


Fig. 2. Platform ecosystem as a contour of value creation and strengthening of the enterprise's competitive position*

**Source: developed by the author based on [6; 8; 10].*

Thus, the mechanism for forming competitive advantages through digital platforms has a multilevel character. At the operational level, it manifests itself through lower transaction costs and higher process speed; at the analytical level, through the use of data; at the market level, through network effects and scalability; and at the strategic level, through ecosystem interaction, innovative flexibility, and long-term adaptability of the enterprise.

Conclusions and prospects.

The conducted study provides grounds to assert that in the latest economic model digital platforms are becoming one of the key tools for forming enterprise competitive advantages. Unlike traditional approaches, in which the main sources of advantages were production capacities, material resources, or price parameters, the digital environment shifts the emphasis toward data, network effects, coordination of interaction, and platform architecture.

The paper substantiates that the competitive effect of digital platforms is formed through several interrelated mechanisms: lower transaction costs, activation of network effects, analytical use of data, business scaling without proportional growth in costs, and the inclusion of the enterprise in digital ecosystems. It is the combination of these mechanisms that ensures the cumulative nature of competitive advantages and increases the sustainability of the enterprise's market position.

It is proved that a platform creates a long-term advantage only if it is integrated into strategic management. This requires the alignment of digital strategy with the business model, marketing, analytics, innovation policy, change management, and the development of personnel digital competencies. Therefore, what is key is not the mere fact of having a digital solution, but the level of its organizational and managerial embeddedness in the enterprise development system.

The practical significance of the obtained results lies in the possibility of using the proposed provisions in the development of enterprise digital strategies, the evaluation of platform solutions, the selection of ecosystem integration models, and the determination of investment priorities in digital infrastructure. For Ukrainian business, this is especially important in the conditions of war, post-crisis recovery, and adaptation to European market standards.

Further research should be directed toward the development of applied methods for quantitatively assessing the effectiveness of platform models in different sectors of the economy, as well as toward determining the boundaries of the influence of network effects, data, and digital ecosystems on the transformation of the competitive environment.

References

1. Kyrilenko, S.V. (2024). Innovatsiyni rozvytok biznes-struktur v umovakh tsyfrovoy ekonomiky [Innovative development of business structures in the digital economy]. *Problemy rozvytku ekonomiky* [Problems of Economic Development], 5 (22), 43-51. DOI: <https://doi.org/10.30857/2786-5398.2024.5.4> [in Ukr.].
2. Pelekhatskyi, D.O. (2025). Modeli ta instrumenty innovatsiynoho rozvytku biznesu v umovakh tsyfrovoy ekonomiky [Models and tools for innovative business development in the digital economy]. *Ekonomika ta suspilstvo* [Economy and Society], 81. DOI: <https://doi.org/10.32782/2524-0072/2025-81-165> [in Ukr.].
3. Yevtushenko, N.M., & Stetsenko, D.I. (2024). Tsyfrova transformatsiia biznesu v umovakh viiny v Ukraini: vykyky ta mozhyvosti [Digital transformation of business in the context of war in Ukraine: challenges and opportunities]. *Ekonomichnyi prostir* [Economic Space], 191, 211-216. DOI: <https://doi.org/10.32782/2224-6282/191-34> [in Ukr.].
4. Blakya, H.V., Bahatska, K.V., & Susidenko, V.T. (2025). Tsyfrovizatsiia yak draiver stikosti pidpriemstv u yevropeiskomu vektori [Digitalization as a driver of enterprise resilience in the European vector]. *Biznes Inform* [Business Inform], 2, 135-142. DOI: <https://doi.org/10.32983/2222-4459-2025-2-135-142> [in Ukr.].
5. Panchuk, A.S., & Malkova, K.O. (2021). Teoretychni osnovy formuvannya tsyfrovoy stratehii pidpriemstv [Theoretical foundations of forming a digital strategy of enterprises]. *Ekonomika ta suspilstvo* [Economy and Society], 34. DOI: <https://doi.org/10.32782/2524-0072/2021-34-76> [in Ukr.].
6. Hanovskiy, V. (2023). Transformatsiia konkurentnykh vidnosyn u tsyfrovomu suspilstvi [Transformation of competitive relations in the digital society]. *Scientia Fructuosa*, 4 (150), 67-84. DOI: [https://doi.org/10.31617/1.2023\(150\)05](https://doi.org/10.31617/1.2023(150)05) [in Ukr.].
7. Kuzmuk, I.Ya., Osipova, A.A., & Vyshniuk, V.V. (2024). Adaptatsiia biznes-modelei do vymoh tsyfrovoy ekonomiky [Adaptation of business models to the requirements of the digital economy]. *Akademichni vizii* [Academic Visions], 32. DOI: <https://doi.org/10.5281/zenodo.11447985> [in Ukr.].
8. Parkhuts, Ye.D., & Ohdanska, O.D. (2025). Ensuring the competitiveness of an enterprise based on digital transformation models. *European Journal of Management Issues*, 33 (2), 75-87. DOI: <https://doi.org/10.15421/192507>.
9. Seleznova, H.O., & Chumak, H.M. (2022). Vplyv rozvytku tsyfrovoy ekonomiky na konkurentne seredovyshe vitchyznianykh pidpriemstv [Impact of digital economy development on the competitive environment of domestic enterprises]. *Pidpriemnytstvo ta innovatsii* [Entrepreneurship and Innovation], 25, 69-74. DOI: <https://doi.org/10.32782/2415-3583/25.11> [in Ukr.].
10. Prokhorova, V.V., Yukhman, Ya.V., & Yanchak, Yu.O. (2024). Upravlinnia transformatsieiu pidpriemstv na osnovi tsyfrovoy koherentnosti [Enterprise transformation management based on digital coherence]. *Biznes Inform* [Business Inform], 6, 104-111. DOI: <https://doi.org/10.32983/2222-4459-2024-6-104-111> [in Ukr.].
11. Kaida, I.F. (2025). Tsyfrova transformatsiia yak kliuchovyi faktor pidvyshchennia konkurentospromozhnosti ukraïnskoho biznesu [Digital transformation as a key factor in increasing the competitiveness of Ukrainian business]. *Ekonomika ta suspilstvo* [Economy and Society], 72, 214-218. DOI: <https://doi.org/10.32782/2524-0072/2025-72-103> [in Ukr.].
12. Kravchenko, O.O., & Zinchenko, A.V. (2025). Tsyfrovizatsiia ta sotsialna vidpovidalnist: vplyv na konkurentospromozhnist pidpriemstv [Digitalization and social responsibility: impact on enterprise competitiveness]. *Economic Space*, 201, 92-95. DOI: <https://doi.org/10.30838/EP.201.92-95> [in Ukr.].

Received: 02.28.2026 / Review 04.16.2026 / Accepted 04.30.2026