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DIGITAL TECHNOLOGIES IN ECONOMICS AND MANAGEMENT AS A STRATEGIC VECTOR OF KAZAKHSTAN'S DEVELOPMENT IN THE CONTEXT OF THE EAEU DIGITAL AGENDA

Abstract. The modern economic system based on rapidly developing digital technologies enhances global competition by introducing them on a large scale as an innovative product in various sectors of the economy of the EAEU countries. Digital transformation of the Kazakh economy as a strategic vector of its development in order to determine an effective mechanism for managing digital technologies in the context of Eurasian integration should ensure further economic growth and competitiveness of the country in the EAEU market. The main tools for managing the development of the digital economy are the effectiveness of the implementation of the State Program «Digital Kazakhstan» and the Resolution «On the main directions for implementing the digital agenda of the EAEU until 2025», the effectiveness of which is based on the creation of digital platforms as a mechanism for managing the digital economy.

Managing the development of the digital economy is of quite serious interest, both in theoretical and practical terms. Therefore, the study is aimed at determining the digital advantages and digital maturity of the EAEU countries, taking into account the experience of leading countries in managing the transfer of digital technologies. This is important in the economy of each EAEU member state. Especially the approaches used by countries with a developed digital structure can be adopted by the countries of the Eurasian community, which have leadership aspirations for the development of digital technologies.

The article presents a scientifically based model of an integrated information and communication system for managing the transfer of digital technologies that contribute to strategic decision-making and form the digital maturity of the economies of the EAEU countries. The originality of this conceptual study lies in its contribution to deepening the understanding of the process of joint creation of management institutions for digital technology transfer in the context of the EAEU agenda.

Key words: Eurasian Economic Union (EAEU), innovation, digital agenda, digital technologies, management mechanism, technology transfer, Republic of Kazakhstan, integrated information system.

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ЭКОНОМИКА МЕН БАСҚАРУДАҒЫ ЦИФРЛЫҚ ТЕХНОЛОГИЯЛАР ЕАЭО ЦИФРЛЫҚ КҮН ТӘРТІБІНІҢ КОНТЕКСІНДЕГІ ҚАЗАҚСТАННЫҢ СТРАТЕГИЯЛЫҚ ДАМУ ВЕКТОРЫ РЕТІНДЕ

Аннотация. Қарқынды дамып келе жатқан цифрлық технологияға негізделген заманауи экономикалық жүйе, оларды ЕАЭО елдері экономикасының әртүрлі секторларында инновациялар

ретінде ауқымды енгізу арқылы жаһандық бәсекелестікті арттырады. Еуразиялық интеграция жағдайында цифрлық технологияларды басқарудың тиімді тетігін анықтау мақсатында оның дамуының стратегиялық векторы ретінде Қазақстан экономикасының цифрлық трансформациясы елдің одан әрі экономикалық өсуін және ЕАЭО нарықтағы бәсекеге қабілеттілігін қамтамасыз етуі тиіс. Цифрлық экономиканы дамытуды басқарудың негізгі құралдары «Цифрлық Қазақстан» Мемлекеттік бағдарламасын және «ЕАЭО-ның 2025 жылға дейінгі цифрлық күн тәртібін іске асырудың негізгі бағыттары туралы» шешімді іске асырудың тиімділігі, цифрлық экономиканы басқару тетігі ретінде цифрлық платформаларды құруға негізделген.

Цифрлық экономиканың дамуын басқару теориялық тұрғыдан да, тәжірибелік тұрғыдан да айтарлықтай қызығушылық тудырады. Сондықтан зерттеу цифрлық технологиялар трансфертін басқарудағы жетекші елдердің тәжірибесін зерттеуде ескере отырып, ЕАЭО елдерінің цифрлық артықшылықтары мен цифрлық жетілуін анықтауға бағытталған. Бұл ЕАЭО-ға мүше әрбір мемлекеттің экономикасында маңызды. Әсіресе дамыған цифрлық құрылымы бар елдер қолданатын тәсілдерді Еуразиялық қауымдастық елдері қабылдай алады, соңғыларының цифрлық технологияларды дамытуға көшбасшылық ұмтылысы бар.

Мақалада стратегиялық шешімдер қабылдауды жеңілдететін және ЕАЭО елдері экономикаларының цифрлық жетілуін қалыптастыратын цифрлық технологиялар трансфертін басқарудың интеграцияланған ақпараттық-коммуникациялық жүйесінің ғылыми негізделген моделі ұсынылған. Бұл тұжырымдамалық зерттеудің өзіндік ерекшелігі, оның ЕАЭО күн тәртібі контекстінде цифрлық технологиялар трансферті үшін басқару институттарын бірлесіп құру үдерісін терең түсінуге қосқан үлесі болып табылады.

Түйінді сөздер: Еуразиялық экономикалық одақ (ЕЭО), инновация, цифрлық күн тәртібі, цифрлық технологиялар, басқару механизмі, технологиялар трансферті, Қазақстан Республикасы, интеграцияланған ақпараттық жүйе.

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ЦИФРОВЫЕ ТЕХНОЛОГИИ В ЭКОНОМИКЕ И УПРАВЛЕНИИ КАК СТРАТЕГИЧЕСКИЙ ВЕКТОР РАЗВИТИЯ КАЗАХСТАНА В КОНТЕКСТЕ ЦИФРОВОЙ ПОВЕСТКИ ЕАЭС

Аннотация. Современная экономическая система, основанная на быстроразвивающейся цифровой технологии, усиливает глобальную конкуренцию путем масштабного их внедрения как инновации в различные отрасли экономики стран ЕАЭС. Цифровая трансформация казахстанской экономики как стратегический вектор ее развития с целью определения эффективного механизма управления цифровыми технологиями в условиях евразийской интеграции должна обеспечить дальнейший экономический рост и конкурентоспособность страны на рынке ЕАЭС. Основными инструментами управления развития цифровой экономики являются эффективность реализации Государственной программы «Цифровой Казахстан» и решение «Об основных направлениях реализации цифровой повестки ЕАЭС до 2025 года», результативность которых основана на создании цифровых платформ как механизма управления цифровой экономикой.

Управление развитием цифровой экономики представляет достаточно серьезный интерес как в теоретическом, так и в практическом плане. Поэтому проведенное исследование направлено на определение цифровых преимуществ и цифровой зрелости стран ЕАЭС с учетом изучения опыта стран-лидеров управления трансфером цифровых технологии. Это важно в экономике каждой страны-участника ЕАЭС. Особенно подходы, которые используют страны с развитой цифровой структурой, могут быть приняты странами евразийского сообщества, у последних есть лидерские стремления к развитию цифровых технологий.

В статье представлена научно-обоснованная модель интегрированной информационно-коммуникационной системы управления трансфером цифровых технологий, способствующих принятию стратегических решений и формированию цифровой зрелости экономики стран ЕАЭС.

Оригинальность данного концептуального исследования заключается в его вкладе в углубленное понимание процесса совместного создания институтов управления по трансферу цифровых технологий в контексте повестки ЕАЭС.

Ключевые слова: Евразийский экономический союз (ЕАЭС), инновация, цифровая повестка, цифровые технологии, механизм управления, трансфер технологий, Республика Казахстан, интегрированная информационная система.

Introduction. Ensuring the competitiveness of national economies in the context of Eurasian integration and the formation of a single digital space for managing and implementing digital technologies in the economy of the EAEU countries is an important component of digital transformation and ensuring its competitive advantages over the world community.

There is no doubt that the future of any country's economy is determined by taking into account its digital potential, which will help to improve the efficiency of managing the digital economy and determine the digital maturity of each country in the EAE context.

The development of digital technologies and the level of digital maturity contributes to the country, obtaining a direct effect from the digitalization of the economy of Kazakhstan by 2025 will create an additional value of 1.7-2.2 trillion tenge, thus ensuring a return on investment of 4.8-6.4 times by 2025 to the total investment volume, taking into account private investment. The most significant effects in terms of GDP will fall on 12 key projects [1]. There is no doubt that the success of these projects depends on the degree of involvement of all market participants in the digitalization processes: households, entrepreneurs and the state. According to the analysis of the economic development trend of the EAEU Academy of Sciences, only through the systematic development of the IT sector, by creating a favorable environment for attracting digital innovation technologies and providing support measures for all participants in the digital economy will the goal of the Digital Kazakhstan state program be achieved.

The development of the digital economy of the EAEU countries is aimed at creating innovative jobs and digital assets, expanding the opportunities of citizens, businesses and government agencies, simplifying access to global markets and increasing the competitiveness of economic entities, building a seamless economic space, and improving the quality of state and non-state services provided to citizens of the Union [2].

The hypothesis of the study is the rationale for the need to create a single information and communication space in the areas of integration and business initiatives aimed at improving the efficiency of management and transfer of digital technologies as an infrastructure for the digital transformation of the economy of the EAEU countries.

Materials and methods. Based on the method of reviewing scientific literature (more than 55 sources), it is revealed that digital technologies and management intensity are aimed at systematic activities in order to promote continuous digital transformation. These mechanisms of the digital economy are developing at a slow pace, and certain sectors of the economy are lagging behind investment in the innovative capabilities of the economies of the EAEU countries. Representatives of the scientific community in the field of research and studying the experience of the leading countries of digital transformation in the context of adaptation in practice is based on the definition of the digital maturity of the EAEU countries in the Eurasian integration. Digital transformation opens up many opportunities in the field of integration processes of the EAEU. The key advantage of the cross-sectoral nature of information and communication technologies (hereinafter referred to as ICTs) is the inevitable stimulation of diverse industries, which makes it possible to compensate for the decline in labor demand due to the introduction of technologies. The introduction of a unique ICT platform can improve the interaction of a number of sectors. Information and communication technologies make it possible to expand the amount of information about the quality and availability of goods and products, facilitate timely delivery of goods to the market, and also allow businesses to establish cooperation between manufacturers and markets [3-7]. According to many scientists, digital transformation is seen as a revolutionary change in business models based on the use of digital platforms, which lead to a radical increase in market volumes and the competitiveness of companies [4]. Analysis of the implementation of National Programs shows that digital transformation should be carried out on the basis of digital platforms that integrate economic, social and technological processes that form digital information services [5]. In this regard, it is necessary to create a single digital platform in the economy of the EAEU countries, the role of which in progressive economic cooperation will significantly increase, but the mechanism of its functioning, management methods and interaction with all EAEU market entities remain insufficiently studied, which in practice hinders the development of the process of managing digital technology transfer in the EAEU countries.

In the course of the research, empirical methods were used, which allowed direct knowledge of the modern reality of the digital economy by studying the experience of the leading countries of the United States and China and their adaptation to the economy of the EAEU countries. Based on the statistical method, we considered the current trend in the development of the digital economy of the EAEU countries by analyzing the macroeconomic indicator of GDP in order to determine the prospects for the development of digital efforts in order to create specialized digital platforms for managing the transfer of digital technologies in the countries of the Eurasian integration.

Research results. Digital transformation of the EAEU countries' economies involves innovative transformation of the process of effective cooperation between the EAEU countries, based on digitalization of market entities' activities, formation and creation of a digital infrastructure for managing the introduction of digital technologies, development of communications (interaction) between users of digital technologies and communication channels (digital platforms) in order to ensure sustainable development of the Union in the context of global digital competition.

The methods of strategic management for the development of the digital economy are determined taking into account the content of the State Program "Digital Kazakhstan" and the specifics of the national programs of the EAEU countries in order to ensure and achieve the main priorities of the digital space in the EAEU market.

The effectiveness of the implementation of state programs for the development of the digital economy in the practice of foreign leading countries allows us to conclude that at present, the paradigms for creating and further developing the digital economy differ significantly. The main directions in the field of regulation of management automation processes, which appear along with the formation and further development of the digital economy, lie in the new digital management system, which directly depends on the legislation. Automation of management requires appropriate legal regulation [7]. Therefore, the methods of public administration of the digital economy, taking into account the strategic vision of the EAEU countries, should be based on automating the regulation of the format of cooperation, taking into account the regulatory documents regulating the process of interaction between the EAEU member states. The presented approaches of legal regulation of the digital economic system of the EAEU have a direct impact on the new content of management tools.

Strategic objectives for the development of the digital economy of Kazakhstan in the context of the EAEU agenda are defined in the ongoing State Program "Digital Kazakhstan" (adopted in 2017).

The state program is the main mechanism for managing the digital economy, as it states the main five priorities for the development of digital technologies, taking into account its own advanced developments and scientific achievements [8]: digitalization of economic sectors; transition to a digital state; implementation of the digital Silk Road; development of human capital and creation of an innovative ecosystem.

Within the framework of the EAEU, the main strategic goals for the development of the digital economy were defined in the document (2017) "On the main directions for implementing the digital agenda of the Eurasian Economic Union until 2025" as medium-term strategic planning [9].

Analyzing the economic development of the United States and China as leaders of the digital economy, it is necessary to determine the impact of digital technologies on their development and competitive advantages in digital transformation:

- 83% of the world's 176 largest Internet platforms (82-USA, 64-China) (2016)
- 50% of the profit of the 50 largest Internet platforms (2015)
- 90% of the market capitalization of the 70 largest platforms (2017)
- 75% of the number of unicorn startups (48% - USA, 24% - China) (2019)
- 80% of the total market value of unicorns (49.8% - USA, 29.1% - China)
- 75% of the global market for open cloud computing technologies
- 85% of the global social media market
- <95% of the global market for information retrieval services on the Internet The share of the "digital economy" in the GDP of the United States (up to 7%) and China (up to 5%) is higher than the global average (4%), and its growth rates are 3 or more times higher than the national and global economy averages [10]. Undoubtedly, this result of leading countries is based on a group of platform companies that play an important role in the digital economy of the United States and China (FAMGA - Facebook, Amazon, Microsoft, Google, Apple; BAT - Baidu, Alibaba, Tencent). Companies are agents of the development of the "digital economy" on a national scale, partly in other countries of their presence. They are among the largest multinational corporations in the world, supporting both advanced technologies in the markets of their presence and

promising technologies that can form new markets, provide "disruptive" development in their capitalization markets, and are the center of large innovation ecosystems [10]. In this regard, it is necessary to create common platforms, which should be understood as the digital potential of the EAEU countries simulating the growth of opportunities for priority sectors of the economy and enterprises, the globalization of previously locally consumed information and communication services, and the development of its infrastructure.

Priorities for the development of digital transformation of the EAEU countries are defined in the field of digital transformation of management processes, integration processes, economic sectors, markets for goods and services, capital and labor, cross- sectoral transformation of the EAEU, development of digital infrastructure and ensuring the security of digital processes. In general, these priorities are reflected in the state digitalization programs of the EAEU countries. Analysis of these priorities, taking into account the trend and development of the digital economy in Kazakhstan, shows that digital transformation is a key factor in the development of the productive potential of economic sectors and socio-economic development of society, a necessary condition for ensuring the competitiveness of all market entities, the quality of life of the population, economic growth and national security of the country.

In 2020, the COVID-19 coronavirus pandemic had a strong negative impact on all sectors of the Union's economy, including industry. As a result, industrial production in the EAEU as a whole decreased by 2.8%. The decline is observed in 4 countries of the Union: Kyrgyzstan (-3.6% growth), Russia (-3.1%), Belarus (-1.2%) and Kazakhstan (-0.6%). The only member state characterized by an increase in industrial production was Armenia (+0.5% growth) [11].

The effectiveness of the implementation of national programs and mechanisms for managing the digital economy depends in its content on the degree of integration processes, which should be regulated by a single coordinated policy of the participating countries on the introduction of digital technologies into the national economy of the EAEU countries. In this regard, the issue of updating the mechanisms of strategic management of digital transformation arises, since the digital agenda of the EAEU should ensure, within the framework of developing integration, strengthening the common economic space and deepening cooperation between the member states.

Digital transformation in the EAEU countries is aimed at obtaining an economic and social effect by manifesting it at the technological and communication level. Ultimately, this should lead to changes in the quality of individual digital transformations, reflecting a fundamentally new system of economic segments, its management systems, aimed at transferring the centers for creating economic effects of increasing profits to the level of production systems for digitizing communications using continuous digitization processes [12].

The potential economic impact of implementing the digital agenda, based on the forecast, will increase the total GDP of member States by 11% of the total expected growth of the total GDP of member States by 2025. This potential effect is almost twice as large as the possible increase in the total GDP of Member States as a result of digital development without implementing the digital agenda. Employment growth in the information and communication technologies (ICT) industry in the EAEU area is projected to grow by 66.4% by 2025, while the volume of services (ICT)exports will increase it may reach up to 74% by 2025 [12].

Macroeconomic indicators that characterize the performance of the economies of the EAEU countries are presented in the following data. According to the EEC, the EAEU's GDP reached $809.8 billion in 2020 and compared to the same period in 2019, the indicator decreased by 3.4%. Kyrgyzstan has the smallest GDP in the EAEU – only $3 billion. Armenia's figures reached $5.2 billion, Belarus' - $28 billion, Kazakhstan's - $70.3 billion, and Russia accounts for the largest share of GDP - $703 billion. However, it should be noted that in 2019, the growth of the Russian economy slowed down to 1.3% from 2.5% a year ago compared to 2018. A key factor in the decline in the indicator was the deterioration of net exports against the background of weakening external demand and the strengthening of the real effective exchange rate of the ruble. In the first half of the year, GDP growth was further constrained by the increase in the VAT rate and the subsequent temporary acceleration of inflation. In the second half of the year, output in the Russian economy began to show signs of recovery, which was facilitated by the easing of fiscal and monetary policy [13]. Investment in fixed assets increased by 4.2%, retail trade turnover - by 4.6%, cargo turnover - by 5.7%, passenger turnover-almost twice (by 48.2%). The only area of the economy that showed better results than industry was construction, where an increase of +0.4% was recorded, but even in this case, positive rates are observed only in Kazakhstan (+10.7%), which, due to a significant increase, "pulls" the rest of the EAEU countries that are in the red [11]. The development of the economies of the leading countries of the United States and China shows that digital technologies are developing rapidly, and the integration and penetration of the digital economy will increase productivity and quality [14]. Calculated data show that the volume of digital

industrialization of the PRC has reached 6.4 trillion yuan, which is 7.1% of GDP, and this is 20.5% of the digital economy [14]. In the EAEU, industrial digitalization continues to occupy a leading position in the digital economy. The share of the economy increased from 49% in 2005 to 79.5% in 2018, and the share of GDP increased from 7% in 2005 to 27.6% in 2018 [15].

In general, the GDP indicators of the EAEU countries for the period from 2017 to 2019 are shown in Table 1:

Table 1. - GDP of the EAEU countries for 2017-2020

EAEU countries	GDP (in current prices; millions ofUS dollars)		
	2017	2018	2019
Republic of Armenia	11 527	12 458	13 673
Republic of Belarus	54 697	59 954	63 175
Republic of Kazakhstan	166 806	179 338	180 264
Republic of Kyrgyzstan	7 703	8 271	8 455
Russian Federation	1 574 544	1 673 003	1 700 078
*compiled from the source [15]			

The analysis of the table data confirms the overall GDP growth of the EAEU countries until 2019, the decline was due to the influence of external global factors. Kazakhstan's GDP at the end of 2019 increased by 4.5%, which is higher than the 4.1% recorded in 2018 and 2017, which affected in the period under review, the expansion of investment activity and consumer demand, supported by public policies of the country, balancing the negative effects of the external environment, that is, the decrease in oil prices and the slowdown in the global economy caused by the pandemic WITHOVID-2019. In this regard, to ensure sustainable development of the national economies of the EAEU countries, it is necessary to develop an integrated information and communication technology management mechanism. At the same time, the implementation of the digital agenda is not limited only to the use of information and communication technologies, but also involves the use of new business processes, digital models and the creation of digital assets [16].

The cumulative economic and social effect of the results of the implementation of the state program "Digital Kazakhstan" in 2018-2019 exceeded 600 billion tenge, which resulted in significant progress in the introduction of digital technologies in the provision of public services, education, healthcare, financial, transport, mining and metallurgical sectors [17]. Consequently, in the period 2018-2020, more than 8,000 economically active people of Kazakhstan were provided with jobs through the effective use of the electronic labor exchange, which reduced the time of the employment process and received a social effect from the digital economy.

During the analyzed period, more than 488 thousand applicants were employed through the electronic labor exchange, 350 thousand of them for permanent jobs, which is significantly more by 1.2% of those employed in 2018. The nature of labor relations is regulated by electronic labor contracts, according to 2019 data, 742 thousand electronic contracts were concluded, more than 9.8 million were rendered in the social and labor sphere. 80% of public services are provided in electronic format. The implementation of digital technologies has ensured the efficiency of cost management of economic entities and the population by 862.2 million tenge. Cost savings when using the Unified system of accounting for employment contracts amounted to 292.4 million tenge.

Analysis of the level of practice of digital projects in Kazakhstan in the spheres of public life in Kazakhstan shows that intensive work on the implementation of digitalization projects in the fields of education (98.4%), urban administration (75.7%), healthcare (66.5%). However, the lowest level is observed in the housing and utilities sector (21.9%) and business and tourism development (17.2%). The high level of digitalization of education (98.4%) is due to the equipping of schools with computer equipment, as well as the use of electronic diaries and journals by students (out of 7014 schools, 6703 schools use them). 90% of schools (6336 schools) are provided with Internet access at a speed of 4 Mbit / s or higher. An electronic waiting list has been introduced in 78% of kindergartens, and 70.3% of schools accept students online. More than 70% of public services in education are automated. Overall, digitalization of the education system has reduced the gap in quality of education between rural and urban schools by more than 30%. The high level of digitalization of city administration (75.7%) is due to the automation of public services. As part of the automation of public services, 723 services were listed, of which 580 services or 80.2% are supposed to be provided in electronic form. Utilities were optimized, and as a result, their number decreased by 17 (from 740 to 723). Optimization will reduce the average package of documents by 30%, and the duration of public services rendered by an

average of 3 times. Automation of public services will increase document flow by 70.8 million tenge [18]. These indicators indicate the role of digital technologies in the economy of Kazakhstan, which affects the development of socio-economic processes, which requires the use of effective management methods.

As part of the main priorities of Kazakhstan's digital transformation, 13 major mining companies are currently implementing 58 investment projects with a total amount of 58,315. 4 billion tenge. at the same time, 20 projects totaling 88.7 billion tenge were implemented. The significance of these projects ensured the achievement of the goal of one of the directions of digital economy development - "Digitalization of economic sectors". It should be noted that in many investment projects, the introduction of digital technologies provides technological re-equipment of industrial enterprises using elements of Industry 4.0.

In the regional context of Kazakhstan, digital technology development for the period 2018-2020 - 14 investment projects were developed for a total of 7.5 billion tenge, 90 industrial enterprises participated in the implementation of these projects, which planned and implemented 35 digital solutions, which increases their role in the indicators of digital assets in Kazakhstan. However, the issues of digital technology transfer to the economy of the EAEU countries and the mechanism of its management in the context of Eurasian integration should be considered systematically, taking into account the interests of all subjects of the EAEU market. This process is aimed at improving the mechanisms of integration cooperation within the Union, taking into account the global challenges of digital transformation, in ensuring high-quality and sustainable economic growth of the member states, including for the accelerated transition of economies to a new technological order, the formation of new industries and markets, and the development of labor resources [19].

The information and communication policy of the EAEU countries is based on a systematic approach and adapted to the digital technology management process of the Eurasian integration participants. Its essence is aimed at protecting the interests of the EAEU countries and ensuring their subjectivity by managing the digital space within the Union, allowing them to use digital technologies and attract the necessary human capital and financial resources in order to develop the infrastructure of the digital economy and ensure the competitiveness of the EAEU economy. Therefore, it can be noted that the prospects for the development of Kazakhstan's economy in the context of the EAEU agenda contributes to increasing the level of profitability of the production of high-tech products in priority sectors of the economy, such as the agricultural sector, mechanical engineering, oil production, metallurgy and chemical, which is possible by creating a high-tech industry at an accelerated pace. These industries see the value of digital transformation and will combine transformative vision, careful management, and engagement, with sufficient investment in new opportunities. Through vision and engagement, they develop a digital culture that can see further changes and implement them wisely [20]. Consequently, by investing and effectively managing digital initiatives, the EAEU countries will constantly promote and shape their digital competitive advantages.

Currently, the infrastructure for supporting and developing an integrated information system requires strengthening the role in creating an appropriate automated information base on digital technologies created and developed by the scientific achievements of the EAEU member states. Only the implementation of such a system will ensure the production of high-tech products in the context of science and ensure the development of the digital transformation of the EAEU economy. Consequently, it contributes to the expansion of integration of the economies of the EAEU countries, the capabilities of the EAEU subjects, and will also allow them to determine their positions regarding profitable high-tech products based on an automated production system and its implementation on the EAEU market. It should be noted that this approach affects the possibilities of increasing the share of high-tech products in the GDP of the EAEU countries and will open up new opportunities for manufacturers with the advent of a competitive market focused on the development of digital technologies. In order for the EAEU market participants, starting from the initial manufacturer and ending with the end user, to be able to effectively use the opportunities that have opened up for them to develop information technologies, it is necessary to provide access to reliable and comprehensive information about digital technologies. The means to achieve this goal should be the formation and development of a unified information network for the development, development and implementation of digital technologies with the direct participation of the EAEU countries, as well as coordination and ensuring methodological unity in the creation and use of information resources in the field of digital technologies, about innovations and means of ensuring access to them. Of course, there are many issues related to the intellectual property of invented innovations, but this issue is regulated within the framework of legislative acts regulating the activities of economic entities that introduce innovations and carry out their commercialization within the framework of regulatory acts of the EEC management bodies.

The structure of creating a single information and communication center for managing and implementing digital technologies in the economy of the EAEU countries is shown in Figure 1.

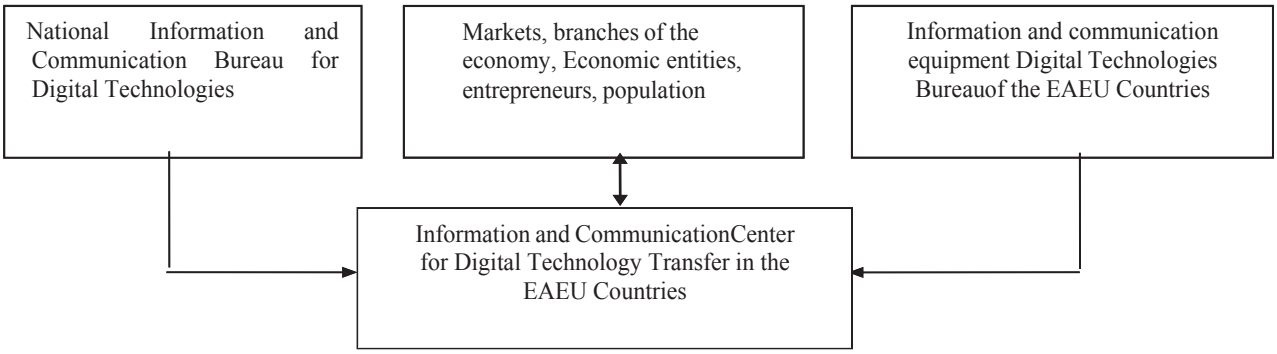

Figure 1. Information and Communication Center for Digital Technology Transfer in the EAEU Countries

The formation of the infrastructure of the Information and Communication Center for Digital Technology Transfer of the EAEU countries (hereinafter referred to as the ICC) requires a comprehensive approach at both the macro and micro and meso levels. In this structure, three main key management mechanisms such as specialized committees (Bureaus), common units (markets, economic sectors, economic entities, entrepreneurs, population) and new roles (Center) determine the essence of the information and communication technology infrastructure of the EAEU countries.

ICTs are considered as an information digital platform of the EAEU market entities, which characterize the methods of managing internal and external flows of direct and reverse communication by processing information and developing management decisions. This approach ensures the subjectivity of each country in the digital transformation of the EAEU economy. In this sense, digital platforms are a real tool for engaging participants [21, 22], forming a specific (real and/or virtual) context in which digital value can be created in different ways in accordance with their phenomenological intentions, feelings and capabilities (skills and knowledge) [23].

The functional focus of the ICC is focused on identifying digital maturity, which includes digital intensity, investment in technological initiatives, and the process of interaction on digital technology transfer on digital platforms. Digital intensity enhances IT business relationships. Countries with high digital maturity and management intensity, matured to the digital dimension of intensity, will stimulate digital transformation in the Eurasian community to make effective management decisions and implement changes, and will receive high revenues from digital technology transfer.

Discussion. The implementation of this digital technology implementation management system ensures an increase in demand for digital information and marketing services, as a mechanism for marketing activities of the EAEU market entities. The use of such a digital marketing tool will improve the process of digital technology management and cooperation between the EAEU countries, ensuring the effectiveness of the use of a single information and communication platform for digital efforts. Digital marketing is the work carried out by means of Internet resources. At the moment, any company can use digital marketing to reach its target market. Can connect, communicate with potential customers and turn them into actual ones [23]. Involvement of the industry with strategic digital initiatives in the Center will allow identifying leaders of digital maturity from among the EAEU countries who have experience not only in creating digital innovations, but also in promoting the development of the economy of the EAEU countries. At the same time, the leading countries of digital maturity receive economic and social benefits from their own digital initiatives and carry out their transfer to the EAEU economy, of course, they have significantly higher financial indicators than their less digitally mature competitors.

At the first stage of implementation of this integrated approach to managing the digital transformation of the economy of the EAEU countries, National Information and Communication Bureaus for Digital Technologies will be formed, and then branches will be opened in the most promising regions of the EAEU member states. To ensure access to the Union's information resources.

The profile of the information structure adopted as a national standard should form a concentrated expression of the unified informatization policy in the field of introducing digital technologies in various sectors of the economy and serve as a mechanism for forming and developing an innovative infrastructure

for the development of the economy of the EAEU countries in the future. Ultimately, this will be beneficial not only for the national economy of Kazakhstan, but also for the national economy of the EAEU countries.

The Center for Digital Technology Transfer of the EAEU countries is based on the activities of National Centers and the Information and Communication Bureau of Digital Technologies of the participants of the Eurasian market.

The Information and Communication Center for Digital Technology Transfer of the EAEU countries will act as the main agent for the introduction and dissemination of new digital technologies in the economic sectors of the EAEU countries.

The structure of this system determines the presence of established links and relations between countries within the system, the distribution of the management system horizontally and hierarchy levels. This not only determines the existing organization of cooperation, but also creates conditions for the formation of the movement of material, monetary and information flows.

The most important function of the ICC is aimed at management, without which the purposeful activity of the EAEU economic system is unthinkable. The digital economy management system assumes that the ICC implements a goal that can be formulated as establishing promising areas, ensuring control over the implementation of digital transformation, providing for the establishment, strengthening and maintenance of favorable conditions for the transfer of digital technologies in order to achieve the goals set within the framework of the EAEU digital transformation.

The functional task of management will make it possible to effectively and purposefully use funds allocated from the National budgets of the EAEU countries for the development and implementation of innovative technologies, to ensure the effectiveness of using integrated information on the management and implementation of digital technologies in the economy of the EAEU countries.

Conclusion. The conducted research allows us to draw a number of scientifically based conclusions:

1. Development of national digital agendas outlined in strategic documents and related to digital transformation in the EAEU countries, it is necessary to ensure equal access of member states to the Union's information resources and the organic development of digital technologies of member states with the necessary level of technological openness.

2. Kazakhstan's digital economy development priorities should be focused on providing the EAEU market entities with timely information about digital technologies through the introduction of effective management mechanisms based on the creation of specialized information and communication Centers for digital technology transfer.

3. Increasing the share of Kazakhstan's GDP in the total share of GDP of the EAEU countries largely depends on the development of digital technologies in various sectors of the country's economy. In comparison with the leading countries, the EAEU countries should increase the business activity of priority sectors of the economy for the development of digital technologies in the total share of GDP of the EAEU countries.

4. Information and communication Centers of the EAEU countries will help attract new participants and partners in the context of global digital competition, where the scale of digital technologies will play an important role.

5. The EAEU countries have a unique opportunity to realize their subjectivity, that is, to preserve digital sovereignty and independence, and not just be consumers of technological, technical and digital products of the leading countries. Compared to the United States, China, and the EU, the EAEU has a fundamentally new design for connecting countries to a single digital ecosystem. It is based on equal and mutually beneficial participation of all countries, which will allow the transfer of digital technologies between countries through the Information and Communication Center for Digital Technology Transfer of the EAEU countries and ensure economic growth and the effectiveness of strategic management of digital transformation of the EAEU countries.

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