

Share of critical infrastructure protected by resilience systems, %	32	41	53	68	+112,5
Share of public services migrated to secure cloud platforms, %	18	29	45	62	+244,4
Share of enterprises applying AI-based cyber monitoring, %	7	14	27	39	+457,1

Source: compiled by the author based on data from SSSCIP, ENISA, CERT-UA, Ministry of Digital Transformation of Ukraine.

The upward dynamics of resilience indicators reflect structural improvements in digital defense capacity, but they are insufficient without long-term synchronization with European standards. Comprehensive integration into the EU’s security frameworks requires the development of cross-border cyber exercises, participation in joint digital risk assessment mechanisms, and expanding research cooperation on resilience technologies.

Integrating digital resilience systems becomes a defining prerequisite for strengthening Ukraine’s economic security under wartime cyber pressure and during the post-war reconstruction period. The creation of a security-oriented information environment requires complex technological modernization, institutional reforms, and behavioral adaptation of society to new digital risks.

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DIGITALIZATION OF BUSINESS PROCESSES IN UKRAINE IN A NEW ECONOMIC PARADIGM IN THE CONTEXT OF DIGITAL TRANSFORMATION DURING THE WAR

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Abstract. *Digitalization opens up new opportunities and, most importantly, helps to optimize and improve business operations, which is especially important for Ukrainian businesses during the war. Digital technologies not only create a huge potential to increase the productivity of companies, they can also improve economic resilience and support economic recovery during a time of war. Since the start of Russia's full-scale invasion of Ukraine in February 2022, the Ukrainian government has made significant progress in accelerating digital transformation and continues to support digitalization. Digitalization is now the basis for successful customer communications, reducing overall costs and optimizing business processes. Since December 2022, most Ukrainian businesses have been operating with certain restrictions, in an online format, with*

a significant reduction in territorial coverage. Companies have limited resources, so there is a need to use them rationally. In this regard, it is valuable to study and find ways to implement digital transformation in enterprises, methods to optimize business processes in the current environment, and to study the various effects of digitalization on the Ukrainian economy. This process will help optimize both core and auxiliary business processes, and for Ukraine, it will solve key problems in a time of war.

Key words: *Business, Digitalization, Paradigm, Processes, Digital transformation, Digital Technologies.*

Introduction. Digitalization is a major driver of global economic growth and a key factor in the development of the digital economy in Ukraine. In the context of Ukraine's European integration, there is a need to join European programmers of digitalization and digital transformation of business. In the current business environment, the concept of digitalization of society and the economy is seen as the basis for introducing innovative changes. In this sense, digital transformation is aimed at the diffusion of digital technologies into all types of business and social life, which requires the creation of an appropriate regulatory environment. Digital business processes are of particular importance from a practical point of view, as companies from various sectors of the economy seek to use external resources to meet the growing needs of their customers. An analysis of government initiatives to develop the digitalization of the national society and economy shows that this process is increasing in intensity in Ukraine. The digital transformation of business in Ukraine makes a significant contribution to sustainable economic growth, increasing the competitiveness of basic industries and innovative sectors of the economy. The use of digital technologies is becoming mandatory for many types of business in Ukraine operating in today's competitive environment. In Ukraine, the digitalization of business processes is still underdeveloped and faces certain barriers, although in times of war, this transformation can become a determining factor in the development of enterprises and society as a whole. The study aims to identify the essential features of digital business processes and the principles of their functioning to differentiate them from other forms of economic activity, taking into account the peculiarities of the digital economy.

Research methodology. Most authors identify the concept of 'digitalization' with "digitalization" and 'digital transformation'. O. Y. Guseva and S. V. Legominova interpret the meaning of this process in detail, noting that digitalization, like digitalization, is seen as the transformation and penetration of digital technologies to optimize and automate business processes, increase productivity and improve communication with consumers. [1, c. 34].

In the context of rapid digitalization, marketing tools have reached a qualitatively new level, creating new relationships with customers through online advertising, the ability to place orders online, real-time customer service, and products and services that best meet customer needs. Digitalization opens up new opportunities and, most importantly, helps to optimize and improve the operations of an enterprise, which is especially important for Ukrainian businesses during the war. Based on the above, the main benefits of digital transformation for core business processes are increased product competitiveness, customer loyalty, fast and flexible communication policy, optimized resource use, reduced production and sales costs, and for auxiliary and management business processes - simplified work with large amounts of data, quality control, and management decision-making. As with any other phenomenon, digitalization has certain disadvantages, including the need for highly professional staff, the need for enhanced security in the digital environment, the instability of benefits due to the innovation of tools, and the high cost of implementation. Therefore, the first stage of digital transformation should be a detailed collection of information and assessment of both risks and prospects [2, p. 91]. In the context of Ukraine's European integration, there is a need to join European programmers of digitalization and digital transformation of business. Noteworthy is the focus of European countries on increasing the use of cloud settlement services by national companies; increasing the level of digital intensity of small and medium-sized businesses. These strategic directions of development are reflected in the

provisions of '2030 Digital Compass: the European way for the Digital Decade' [3, 4]. Against this backdrop, Ukraine's information and communications technology (ICT) sector is thriving, contributing to economic growth and providing avenues for increased resilience and easier recovery through targeted policy measures taken by the government. Digitalization and a well-developed ICT sector can contribute to economic development and growth. Digital technologies not only offer enormous potential to increase the productivity of firms, but can also help build resilience and recovery in times of crisis. Looking to the future, the Ukrainian government aims to further improve the SME sector and increase the digitalization of SMEs, including through the upcoming SME Strategy for 2024-27. Thus, Ukraine could consider measures to help small companies better manage digital security risks, while increasing cooperation between stakeholders and strengthening the policy framework in the long term.

Conclusions. Digitalization is a major driver of global economic growth and a key factor in the development of the digital economy in Ukraine. An analysis of government initiatives to develop the digitalization of the national society and economy shows that this process is increasing in intensity in Ukraine. Thus, based on the results of the study, it can be concluded that Ukraine has joined the global digitalization process and is undergoing transformational changes towards the formation of a digital society and a digital economy.

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**CRISIS-ORIENTED DEBT MANAGEMENT OF CRITICAL INFRASTRUCTURE
ENTERPRISES UNDER CONDITIONS OF MACROECONOMIC INSTABILITY**

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The contemporary operating conditions of critical infrastructure enterprises are characterized by a high level of macroeconomic instability caused by a combination of war-related risks, declining production capacity, disruptions in logistics chains, and the volatility of financial markets. Under such circumstances, the debt burden on enterprises increases, limiting their investment activity, reducing operational resilience, and generating additional threats to the financial and economic security of the state [1]. Debt-related risks have become one of the key determinants of the stability of critically important enterprises, as their insolvency or operational failures may trigger systemic consequences for the functioning of the economy and national security [2, 3]. In response to these challenges, the need to establish an effective system of crisis-oriented debt management has become increasingly relevant, as such a system ensures an optimal balance between financial stability, the ability of