UDC 005.21:004:330.131.7
DOI: 10.60022/3(1)-11S

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ADAPTATION OF STRATEGIC MANAGEMENT OF ENTERPRISES UNDER THE INFLUENCE OF DIGITALIZATION TO ACHIEVE A STATE OF ECONOMIC SECURITY

Abstract. *The article explores the theoretical and methodological principles of adapting strategic management of enterprises in the context of increasing digital transformations and a prolonged multi-crisis. It is determined that for Ukrainian companies, the catalyst for reviewing strategies was the full-scale invasion, which actualized the issue of preserving human capital and the state of economic security. The transition from traditional guidelines (profit maximization) to security-oriented management based on the principles of resilience and sustainable development is justified. The process of adapting strategic management is conceptualized, which includes updating functional strategies: financial, personnel, technical and technological, and information. Special attention is paid to the differentiation of the concepts of "strategy adaptation" and "adaptation strategy". Priority areas of adaptation are proposed, including: digital management, digital marketing, and digital risk management. The foundation has been formed for building adaptive models of security-oriented strategic management that allow balancing the interests of stakeholders and ensuring the economic security of the enterprise in the digital space..*

Keywords: *adaptation, adaptive management, strategy, strategic management, economic security, digitalization, risks.*

АДАПТАЦІЯ СТРАТЕГІЧНОГО УПРАВЛІННЯ ПІДПРИЄМСТВАМИ ПІД ВПЛИВОМ ЦИФРОВІЗАЦІЇ ЗАДЛЯ ДОСЯГНЕННЯ СТАНУ ЕКОНОМІЧНОЇ БЕЗПЕКИ

Анотація. *У статті проведено комплексне дослідження теоретичних та прикладних засад адаптації стратегічного управління підприємствами під впливом інтенсифікації цифрових трансформацій та глобальної нестабільності. Доведено, що в умовах тривалої мультикризи традиційні моделі стратегування втрачають ефективність, що вимагає переходу до гнучких, безпекоорієнтованих підходів. Особливу увагу приділено специфіці функціонування українських підприємств у реаліях воєнного стану, де пріоритетом стратегічного управління стало збереження економічної цілісності бізнесу, захист людського капіталу та корпоративних ресурсів. Обґрунтовано необхідність модифікації функціональних стратегій − фінансової, кадрової (HRM), техніко-технологічної та інформаційної − через призму забезпечення економічної безпеки. У роботі розмежовано поняття «адаптація стратегії» як динамічного процесу коригування цілей та «стратегія адаптації» як цілісного плану підвищення резильєнтності системи менеджменту організацій. На основі аналізу міжнародного індексу Navigate: Digital Risk Index 2025 ідентифіковано найбільш впливові цифрові ризики, зокрема: вразливість конфіденційних даних, неконтрольоване масштабування штучного інтелекту, технологічне старіння інфраструктури та залежність від сторонніх постачальників. Концептуалізовано напрями адаптації стратегічного менеджменту до функціонування підприємства у цифровому економічному просторі, що базуються на синергії цифрового маркетингу, цифрового менеджменту та цифрового ризик-*

менеджменту. Сформовані у дослідженні рекомендації створюють інформаційне підґрунтя для ініціювання стратегічних змін, спрямованих на відновлення та нарощення економічного потенціалу суб'єктів господарювання у довгостроковій перспективі.

Ключові слова: *адаптація, адаптивне управління, стратегія, стратегічне управління, економічна безпека, цифровізація, ризики.*

Formulation of the problem. The need for adaptive modification of strategic management of enterprises in different planes and different contexts of their financial and economic activities did not arise suddenly, but is associated with deep essential transformations of functional processes of modern enterprises. In addition to the general economic instability, which is explained by the spread of the BANI world framework in the modern economy, the intensification of digital processes, the scaling of Industry 4.0 trends and their transition to the Industry 5.0 concept, the consequences of the global pandemic, which served as a catalyst for updating approaches to personnel management, the deepening of the philosophy of client-centricity, the expansion of the boundaries of remote service and the transition to the digital business space, in Ukraine the stimulus for revising the strategies of activity and development of enterprises was the full-scale invasion, which has been going on for almost four years. All strategies adopted by Ukrainian companies for the periods from 2022 required management to optimize and refocus resources, calibrate strategic guidelines on new challenges related to the realities of wartime, which forced management to prioritize the issues of ensuring the security of business structures, preserving their human capital, as well as protecting assets and potential. This approach has demonstrated the importance of managing economic security in conditions of uncertainty and prolonged multi-crisis. Therefore, at the current stage of the development of the Ukrainian economy, adapting the strategic vision of the enterprise to the medium and long term means the efforts of its owners and managers to preserve the economic integrity of the business and the potential for entrepreneurial survival despite the ever-growing number of risks and threats, which is important to support at the theoretical and methodological level by developing recommendations and informational basis for initiating and implementing such strategic changes..

Analysis of recent research and publications. Adaptation of strategic management of enterprises under the influence of digitalization, given the rapid spread of the trend towards digital transformations of business processes, has become the focus of attention of many domestic researchers, and consideration of this topic is not limited only to the context of ensuring economic security. Digitalization has a significantly greater impact on various vectors of organizational management, which is thoroughly proven by Ukrainian scientists. For example, Kryvoruchko O. M., Shmorgun O. A. study the features of developing personnel management strategies in the context of digitalization [1] and emphasize the conceptualization of strategic personnel management [2], Kvasnytska R. S., Skorobohata L. V., Kulhuk I. I. analyze innovative strategies for managing the market value of enterprises under the conditions of digitalization of the administration system during the period of martial law [3], Korytko T. Yu. describes the mechanism of management and formation of the strategy for adapting enterprises under the conditions of digitalization of the economy [4], Lihonenko L. O. traces the impact of digitalization on the system of managing the performance of enterprises and the formation of their activity strategy [5]. New opportunities for strategic management of enterprises in the context of digitalization are studied by Loginova O. [6], Palamarchuk O. M., Yaremenko L. M., Skrypnyk R. E. [7], Sazonova S. V., Novikov D. M., Makarenko T. [8], Shymanovich P. O., Krylyk B. B., Yakubets M. R., Volos M. V., Romanynets O. V., Tsisinsky M. M. [9]. The study by Zachosova N. V. and Koval O. V. summarized the role of strategic management for successfully ensuring the economic security of an enterprise operating in the context of the spread of the digital economy, in a world characterized by variability, uncertainty, complexity and ambiguity [10]. However, despite the established theoretical basis for the introduction of adaptive management techniques in the strategic management of enterprises, the aspects of modernizing the strategies of modern Ukrainian companies to meet the needs of ensuring their economic security, which is significantly negatively affected not only by wartime risks, but also by digital transformations of business processes that were not properly planned and substantiated at the expert level, remain poorly researched.

The purpose of the article is the identification of areas for adapting strategic management of enterprises under the influence of digitalization in order to achieve a state of their economic security.

The main material presentation. After the start of the full-scale invasion, a significant number of Ukrainian companies focused their strategies on ensuring their own economic security. At the same time, intentions declared only on paper, without clear tools and algorithms for achieving them, caused opposition from stakeholders who would rather make a profit or satisfy other personal needs related to the activities of the companies than invest resources in business protection mechanisms, which, moreover, remained mostly unspecified and unclear. In order for the strategies to acquire a security-oriented nature, be perceived positively by stakeholders and receive support at all levels of organization management, their long-term goals should be: sustainable development of the business entity, preservation of market positions and customer base, formation of a comprehensive and multifunctional economic security system, introduction and development of mechanisms for protecting corporate resources from digital risks and in general during their use in the digital economic space, etc. The transition from traditional strategic guidelines for business operations, such as profit maximization, customer-centricity, increasing economic potential, entering foreign markets for goods and services, a monopoly position in the industry, etc., to those described above is possible provided that the enterprise's strategy is adapted to the challenges of its economic security, which actualizes the problem of introducing flexible and adaptive strategic management in Ukrainian companies.

Kvasnytska R. S., Skorobogata L. V., Kulhuk I. I. emphasize that the ability to adapt to crises and continue to work at the same pace is a manifestation of the resilience of the administration system, which is aimed at preserving and increasing the market value of the enterprise under martial law [3, p.113]. Thus, the adaptation of strategic management for the need to ensure economic security, based on the principle of balancing economic indicators of development and stability, and planned on the principles of anti-crisis management and risk management, is able to focus the enterprise on priority needs - by analogy with Maslow's pyramid − these are the needs for security and resource conservation, however, it can later become a platform for restoring or increasing economic potential necessary for business development in the long term.

The realities of wartime have increased the threat of losing their own human capital by enterprises that have not taken measures to adapt their personnel strategies to new challenges. Therefore, the adaptation of functional management strategies, such as HRM strategies, should become one of the stages of streamlining the efforts of company management towards preserving labor collectives and their intellectual value and integrity. However, when forming adaptive HR strategies in practice, both internal factors (staff structure, level of digital competence, typical functional roles) and external challenges (digitalization, introduction of international standards) are currently not sufficiently taken into account [1, p.39-40].

A strategic approach that combines cooperation and competition in the digital sphere has enormous potential for achieving the goal of business functioning, which strives to be modern and resilient in an unstable and crisis-ridden economic space [3, p.118]. Scientists believe that the choice of a strategy for adapting financial and economic activities in such conditions that have developed in Ukraine today should be carried out on the basis of the matrix "instability of the external environment − an integral indicator of adaptability", which will allow determining the place of the enterprise in the adaptation space and justifying the strategy [4, p.59]. There are many options for modern strategies aimed at restoring, maintaining, achieving or increasing the level of economic security of the enterprise. In particular, a set of functional strategies can be distinguished aimed at the effective functioning of subsystems of economic security - financial and investment, intellectual and personnel, legal, information and analytical, etc. These are such strategies as: financial, personnel (HR strategy), technical and technological strategy (digital transformation or digital development strategy), information strategy.

The financial strategy, focused on achieving the state of financial security of the enterprise, aims to ensure the regulatory level of its solvency, liquidity, financial stability and to maintain an optimal capital structure from external and internal sources, sufficient to avoid the risk of bankruptcy and liquidation of the business entity in the future.

The personnel strategy is aimed at organizing and implementing processes related to strategic personnel management. Strategic personnel management Kryvoruchko O. M., Femyak O. A. propose to understand a complex dynamic integration process for the formation, effective use and development of personnel, based on a holistic understanding of the purpose of the enterprise, the general strategy and the conditions for ensuring adaptation to changes in the internal and external environment. Strategic management of personnel development, motivation and marketing should be considered as separate areas of achieving strategic guidelines in enterprise management [2, p.119]. The main goal of the HR strategy in the context of ensuring the economic security of the enterprise is to preserve human capital, counteract staff dismissal and staff turnover, especially among top specialists whose professional activities are related to intellectual work, require creativity and a high level of development of digital skills.

The technical and technological strategy, which in the context of digitalization can be transformed into a strategy of digital renewal or digital development of the enterprise, generally involves preventing financial and moral depreciation of fixed assets to a level that makes their effective and competitive use impossible, and scaling the use of innovations in order to obtain additional qualitative advantages for the company's products in terms of satisfying consumer demand and strengthening its influence on the market through innovative approaches to customer service and providing them with after-sales service.

Also worthy of attention is the information strategy, which in the digital information space is aimed at maintaining a high level of cybersecurity of the enterprise, organizing the preservation of the integrity and protection of data used in the process of entrepreneurial activity from external interference and from unfair use by the personnel of the business entity for selfish purposes, as well as maintaining the stability of the company's digital ecosystem and the sustainable development of its functionality.

In addition to the fact that each of these strategies has its own guidelines, focus and priority tasks, all of them can be used in combination, as well as adapted under the influence of those threats and risks that suddenly appear before the management of the enterprise on the way to achieving its functional goals. In addition, scientists prove the advantages of using a separate, holistic strategy for adapting business to the digital environment when trying to comprehensively ensure the economic security of a business entity.

Some researchers believe that the adaptation of the enterprise's strategy should be understood at the management level as a reaction and modification of its strategic vectors in response to threats that have been identified in the external or internal environment of its functioning. The strength and thoughtfulness of the management response allow us to distinguish a preventive strategy, a reactive or defensive strategy and an adaptive strategy. Enterprises that are distinguished by a high level of activity and flexibility of management personnel when making decisions related to the sudden appearance of unpredictable factors, problems, risks that can lead to losses and disrupt the state of economic security, most often use a preventive strategy aimed at neutralizing and anticipating previously identified threats and interacting with them in order to confront them before they begin to have a negative impact on the corporate resources of the business entity, their integrity and efficiency of use. In the risk management system, such a strategy is implemented through early warning mechanisms and permanent monitoring of risks, assessing their probability and potential consequences, ranking, etc.

A reactive or defensive strategy is in practice more "chaotic", inconsistent, requires leadership qualities, initiative and the ability to quickly make managerial decisions from the management of the enterprise and its economic security specialists, since its ideology is aimed at developing a reaction to the occurrence of a certain adverse event, as a result of which the enterprise may suffer losses, and is aimed at restoring the state of its economic security, and not at maintaining its high level over a long period of time, as provided for in the preventive strategy.

Adaptive strategy seems to be especially relevant in conditions of a prolonged multi-crisis, as well as in the realities of wartime, and is characterized by flexibility in planning target indicators of the strategic development of the enterprise, ways of achieving them and parameters of the management decision-making system, capable of being quickly updated depending on the assessment by specialists of the state of the external environment of the business entity's activities and the risks that are characteristic of it at a certain point in time. In particular, Korytko T. Yu. believes that the implementation of an adaptation strategy in the conditions of digital transformation at the enterprise is a key factor in ensuring long-term sustainable development and their survival [4, p.60]. It is worth noting that the adaptation strategy and adaptation of the strategy - at the level of management ideology and at the applied level - are different concepts, which, however, a significant number of researchers use as synonymous terms. Strategy adaptation is a dynamic and flexible process of initiating and implementing consistent management actions aimed at adjusting the long-term goals of the enterprise, as well as the ways, tools and means of achieving them, which begins as a reaction to changes in the internal and external environment that are significant for the achievement of planned indicators of its activities. Therefore, strategy adaptation in general is the process of its adjustment. In turn, the adaptation strategy is a developed consistent plan of actions (and not the process of their implementation, which is a significant difference between the definitions under study), aimed at increasing the level of resilience of the enterprise through the use of flexible management of its reactions to the emergence of unforeseen risks and threats in the economic space (including in its digital dimension).

The definition of "adapted strategy" also deserves special attention − as the desired and expected result from the strategic management perspective of applying managerial efforts and spending resources in the process of adapting the strategy to the risks and challenges of the business entity's activities that have a long-term effect or are characteristic of it over a long period of time.

Lihonenko L. O. emphasizes that in modern scientific literature the question of how digital platforms influence the formation and implementation of enterprise strategies, as well as how the role of the manager in the digital environment is changing, remains insufficiently addressed [5, p.221]. Therefore, Fig. 1 attempts to conceptualize the process of adapting strategic management of enterprises under the influence of digitalization.

Thus, the adaptation of strategic enterprise management under the influence of digitalization has its own characteristics in comparison with classical practices of adaptive management. There is an opinion that the mechanism of adaptive enterprise management based on digital platforms should be considered as a set of means (forms, methods) and instruments of managerial influence on the management structure and management functions during the interaction of the subject and the object [4, p.59]. However, the proposed definition does not contain instructions on how digital risks, in particular strategic ones, should be taken into account in this process. Also, modern digital tools transform the management environment of the enterprise, providing not only operational control of performance, but also forming the basis for building innovative development strategies [5, p.222]. In addition, digitalization affects all elements of the strategic management process of an enterprise, such as strategy formation (transition to flexible strategy formats built on large arrays of digital forecast data), setting strategic goals (reviewing and updating planned indicators − without a set frequency, as needed), making strategic decisions (multiple choice from forecast scenarios built using artificial intelligence), adjusting the strategy (adaptive planning using scenario forecasting) and ensuring transparency of strategic management (strategic monitoring in real time with shared access of stakeholders to data that does not contain secrets) [5, p.223].

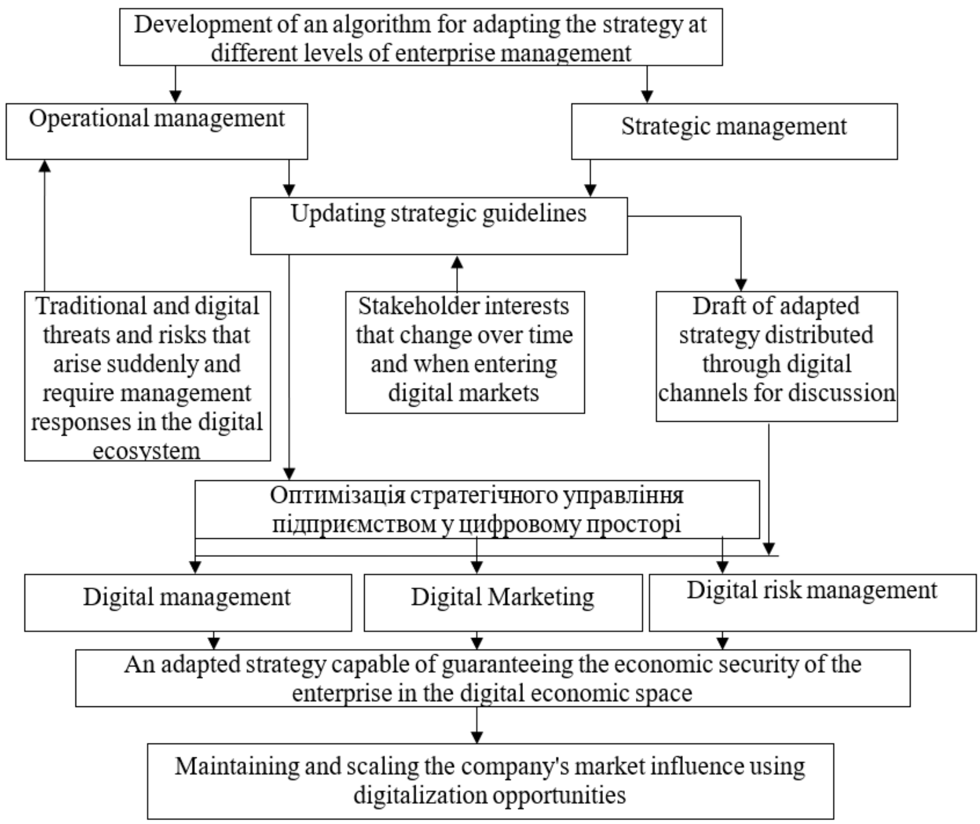

Fig. 1. Conceptualization of the process of adapting strategic management of enterprises under the influence of digitalization
Source: formed by the author

For the purpose of effective strategic management of a business entity in the conditions of digitalization, Lohinova O. recommends implementing the following measures: analyze technological trends, implement digital management tools, ensure cybersecurity, develop digital competencies of personnel, create digital marketing and sales strategies, analyze data for decision-making, support an innovative culture, adapt strategies to changes [6, p.126].

Thus, digital technologies have become an important element of strategic planning for enterprises in Ukraine. They provide an opportunity to increase flexibility, optimize decision-making processes and quickly adapt to changes in the market situation. The use of Big Data, artificial intelligence and digital platforms contributes to increasing the competitiveness of Ukrainian enterprises and their adaptability to new challenges [7, p.95]. Fig. 2 demonstrates promising areas of adaptation of strategic management of enterprises under the influence of digitalization in order to achieve a state of economic security.

The resilience of the administration system depends on how effectively the systems work as a whole, and not only on how secure they remain [3, p.115]. In turn, the effectiveness of the digital transformation of strategic management largely depends on the presence of a clear phased implementation strategy, the formation of a digital management culture, the development of digital competencies of personnel and the provision of a holistic information architecture of the enterprise [5, p.225]. According to Sazonova S. V., Novikov D. M., Makarenko T., modern enterprises in the digital economy receive a unique opportunity to implement flexible and adaptive models of strategic enterprise management, as well as, in some cases, a situational management system [8, p.119]. Strategic management mechanisms, effectively developed in the direction of digitalization, mobilize the use of scientific and technological, innovative, financial and economic, social and organizational potential [9, p.178], and after their implementation, significantly save time and human resources of the enterprise, minimize human resources risks associated with the subjectivity of personnel in issues that are at the intersection of the interests of several stakeholders, and this allows you to change the state of economic security, even despite the emergence of new digital risks.

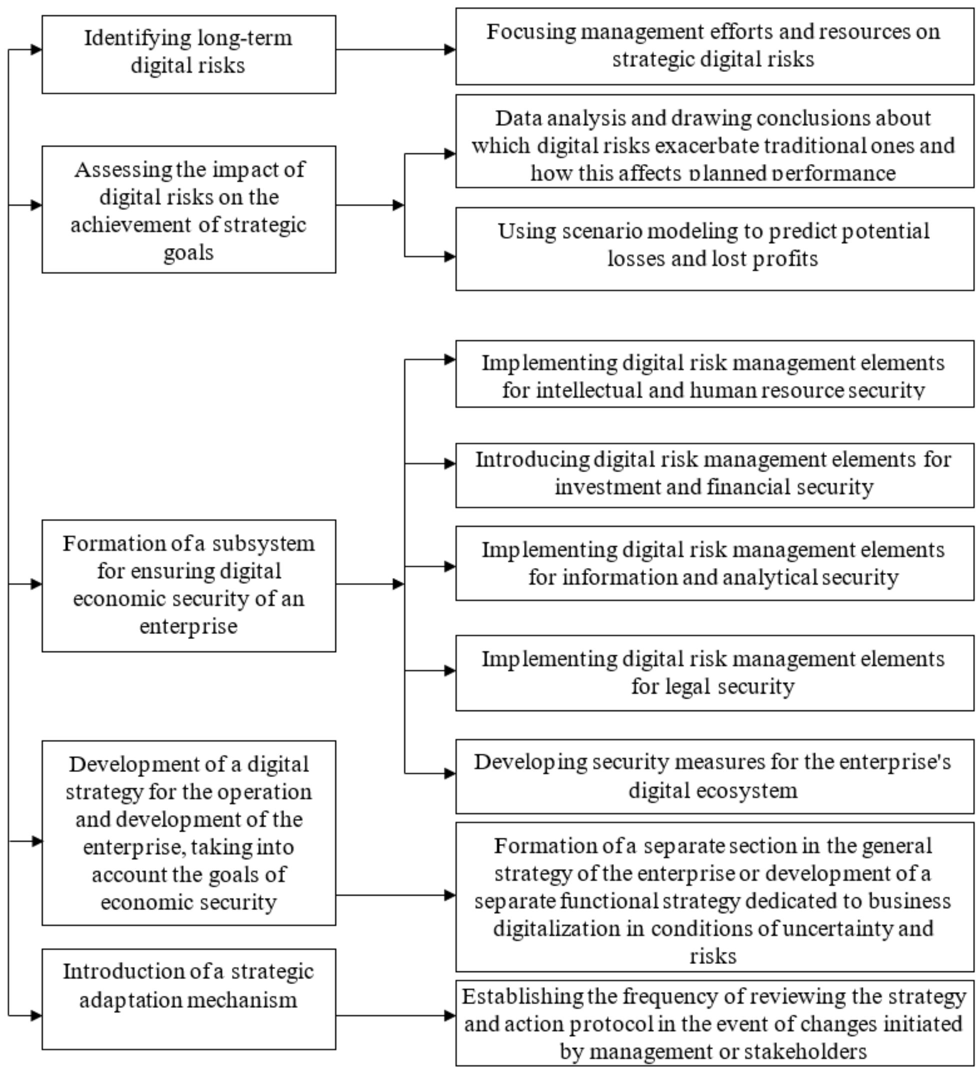

Fig. 2. Directions for adapting strategic management of enterprises under the influence of digitalization to achieve a state of economic security
Source: formed by the author

The Navigate: Digital Risk Index 2025 report, which is formed on the basis of analytical and expert data from reputable international consulting companies and security agencies, groups the main types of digital risks inherent in enterprises and government agencies around the world (Table 1). This index and information on its specific components can be used by Ukrainian enterprises and their management personnel as guidelines for developing strategies for adapting and ensuring economic security in the context of global digitalization.

Table 1

Digital risks that must be considered when adapting the strategies of modern companies

Risks	Influence
Geopolitical	
Cyberattacks, espionage and warfare	42%
Political bias towards lower governance and compliance priorities	39%

Continuation of Table 1

Economic competition and confrontation, including through policy directives that protect or favour certain digital technology providers over others	33%
Risks to human rights and/or civil liberties related to political, policy and regulatory interventions in digital governance	31%
Multipolarity, isolation or fragmentation of governance norms and rules	31%
Social and environmental risks	
Risks to privacy and data protection	58%
Artificial intelligence technologies as factors accelerating or increasing the risk of adverse consequences from their use	54%
Disinformation (including online)	37%
Problems with identifying and measuring the potentially harmful impact of technologies	34%
Risks of discrimination, bias and injustice	30%
Organisational risks	
Lack of budget and resources to invest in governance professionals, practices and tools risks	48%
Business undervaluation of risk management and compliance with risk management requirements and standards (lowering of priority for governance controls and compliance)	36%
Lack of or unclear accountability and responsibility for risk management and risk acceptance	35%
Lack of access to qualified specialists and “talent”	29%
Outdated or insufficient data management architecture and processes	29%
Technology risks	
Dependence on suppliers and risks associated with them	51%
Outdated infrastructure and tools that are not fit for purpose	41%
Lack of understanding or insufficient awareness of data and systems mapping	39%
Physical and cybersecurity and resilience risks	34%
Pace of innovation and technological change leading to technological obsolescence	29%

Source: [11]

Thus, the top ten most influential digital risks identified by respondents include: risks to privacy and data protection (58%), scaling the use of artificial intelligence technologies without proper security support for this process (54%), dependence on third-party vendors and risks associated with their actions or inactions (51%), lack of resources to invest in the development of management personnel, risk management professionals, risk management practices and tools (48%), cyberattacks, espionage and war (42%), outdated infrastructure and tools that are not fit for purpose (41%), political focus on reducing the priorities of governance and compliance with requirements and standards (39%), insufficient awareness of data and systems mapping (39%), misinformation (37%), reducing the priorities of governance controls and compliance (36%). Therefore, based on foreign experience, it is recommended that Ukrainian companies begin adapting their own strategies, focusing them on the goals of achieving economic security in the digital environment, namely by taking measures to minimize the listed risks.

Conclusions. The conducted study of the foundations, possibilities and features of the adaptation of strategic management of enterprises under the influence of digitalization in order to achieve a state of economic security made it possible to draw the following conclusions.

1. Conceptually, the process of adapting strategic management of an enterprise under the influence of digitalization should begin with the development of an algorithm for adapting the existing strategy, which will cover all levels of management of the business entity, but will be especially focused on the operational and strategic levels. The necessary addition of management actions and goals under the influence of new realities of the economic environment of the enterprise will allow updating its strategic guidelines and avoiding an imbalance of stakeholder interests, which are rapidly changing over time and during the company’s entry into digital markets or their new segments. At the same time, the adaptation process should take into account traditional and digital threats and risks that arise suddenly and require management responses in the digital business ecosystem. The adapted strategy project developed by managers should be disseminated through digital communication channels operating in the company for its comprehensive discussion, as a result of which one can hope for successful optimization of the strategic management of the enterprise in the digital space. The priority areas for adapting the strategic management of the enterprise under the influence of digitalization should be: digital management, digital marketing and, taking into account the realities of the functioning of Ukrainian enterprises, digital risk management. It is these three vectors that claim to be the ideological pillars for the adapted strategy of the enterprise, capable of guaranteeing its economic security in

the digital economic space. In turn, the successful implementation of such a strategy will allow maintaining and scaling the company's influence on the market while using the opportunities of digitalization.

2. The focus of modern Ukrainian enterprises on the goal of achieving a state of their own economic security, which is the basis for their sustainable development and economic survival in conditions of uncertainty and risks, necessitates the specification of the areas for adapting the strategic management of the enterprise under the influence of digitalization in the direction of security-oriented management. Among these areas, the following were selected: identification of long-term digital risks, assessment of the impact of digital risks on the achievement of strategic business goals, formation of a subsystem for ensuring the digital economic security of an enterprise, development of a digital strategy for the functioning and development of a business entity taking into account the goals of economic security and introduction of a mechanism for strategic adaptation to the threats and challenges that digitalization poses to the state of economic security of an enterprise in the long term. Prospects for further research are related to the development of strategies for the digital development of an enterprise and the specification of strategic guidelines for managing the economic security of Ukrainian companies in the digital economic space.

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Отримано: 03.01.2026
Прийнято до публікації: 13.01.2026
Опубліковано: 15.01.2026