СЕКЦІЯ V.
МЕНЕДЖМЕНТ, ПУБЛІЧНЕ УПРАВЛІННЯ ТА АДМІНІСТРУВАННЯ

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DIGITAL TRANSFORMATION OF ENTERPRISES UNDER THE CONDITIONS OF THE RUSSIAN-UKRAINIAN WAR

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Summary. *The article examines the issue of digital transformation of enterprises in the conditions of the Russian-Ukrainian war An analysis of the works of foreign and domestic scientists regarding the concept of digitization and digitization was carried out. The main directions of the transition of the industrial, pharmaceutical and military spheres to advanced technologies - digitization in today's modern realities - are highlighted. The process of implementation of digital business models to the existing classical one has been identified. In the conditions of an unfavorable competitive environment, to ensure the sustainable development of the enterprise and the organization of various spheres of activity, which use advanced digital technologies, implement creative and innovative solutions, have greater adaptive capacity to today's challenges. It was found that the active use of digital platforms will accelerate the development of the industry, pharmaceutical and military spheres of our country. The relevance of the impact of digitalization as a whole on the growth and stability of industrial, military, pharmaceutical and other spheres of activity in the war and post-war period is proven.*
Keywords: *digitalization, military sphere, pharmaceutical sphere, cloud technologies, biotechnology.*

Setting the research task. The purpose of the article is to research and determine the main directions of the transition of the industrial, pharmaceutical and military spheres to advanced technologies - digitalization, taking into account the challenges of the Russian-Ukrainian war.

Formulation of the problem. The transition from classical forms and methods of management to the application of digitization processes of enterprises and organizations of various spheres of activity in the modern realities of today is aimed at making new compromise and meaningful decisions. The effectiveness and the possibility of achieving sustainable development of the industrial and military sphere depends on the level, scale and nature of the activation of the use of digital platforms in the war and post-war period.

The scientific-theoretical and practical importance of issues related to the digital transformation of enterprises in the conditions of the Russian-Ukrainian war determined the relevance, purpose and task of the study.

Analysis of recent research and publications. The following scientists were engaged in the study of problems and features of business transformation in the conditions of digitalization of enterprises: E. Akhmetshin, K. Bagatska, A. Balamurugan, J. Brennen,

M. Budyaev, A. Bundyuk, A. Heydor, A. Zagorodnya, D. Kiron, O. Komelina, D. Kreis, V. Kumarasinghe, L. Matskiv, P. Ranjan, R. Singareddy, G. Unruh, K. Shabana, and others.

With the start of a full-scale war, caused by the occupying power of the Russian Federation, against Ukraine, the country was forced to quickly adapt to new challenges, including geopolitical tensions and economic sanctions, when martial law was imposed. In particular, enterprises of various spheres of activity faced the need to relocate business from dangerous zones.

In such a daily atmosphere, the vitality of any enterprise is measured by its ability to change and adapt its business to new conditions. It is worth noting that it is digital transformations that contribute to the adaptation of today's business challenges.

In response to these challenges, an action platform was introduced to address such issues, including digitalization of the business sector.

Digitization is the process of converting the information field from analog to a digital format for easier further use on modern electronic devices.

It should be noted that digitalization tools contribute to the creation of a relationship between the sphere of education, science, industry, the military sphere and the defense capability of the country as a whole.

One of the powerful digitalization platforms is the use of the Diya platform [1], which allows you to speed up the resolution of problems caused by the attack by the troops of the Russian Federation and their consequences. The storage of personal documents in electronic form and personal free access to them from anywhere in the world (passport of a citizen of Ukraine, identification code, birth certificate, diploma of completion of higher education, pension certificate, etc.) is a guarantee of not losing informational individual space in society for using the Diya platform.

It is worth noting that today's realities also prompt the industrial sphere, namely the production lines and personnel of enterprises to quickly adapt to the conditions of military events. The rapid transition from traditional to advanced technologies is an impetus for preserving the production capacities of enterprises and concentrating labor resources, equipment, and technologies in safer regions of the country.

It should be noted that innovative digital potential ensures growth of economic development in general, strengthening of its competitiveness. It is the IT industry that is the driving force of the latest production processes, which contributes to the creation of new types of products and services, and is a health-improving function for economic processes that are in a state of decline and need improvement. It is the need for revitalization and stimulation in order to accelerate development, use the capabilities of the intellect, and gradually expand products in the development processes of various spheres of activity that is the main goal of the effective formation of digitalization. To overcome the crisis, digitalization can be the impetus for modernization of the country's economy, according to experts.

In particular, the use of the latest management technologies in the industrial, pharmaceutical and military spheres in wartime involves the following directions, which are shown in fig. 1.

At a time when, due to today's dangers, workers cannot be permanently present at the workplace, a partial reconfiguration of work processes is possible with the help of digitalization tools– a virtual workplace of the worker and the use of digital tools and software products. Therefore, an employee of an industrial enterprise, even when located in another region or another country, can work using modern IT technologies and software products to support the vitality of the enterprise's business processes.

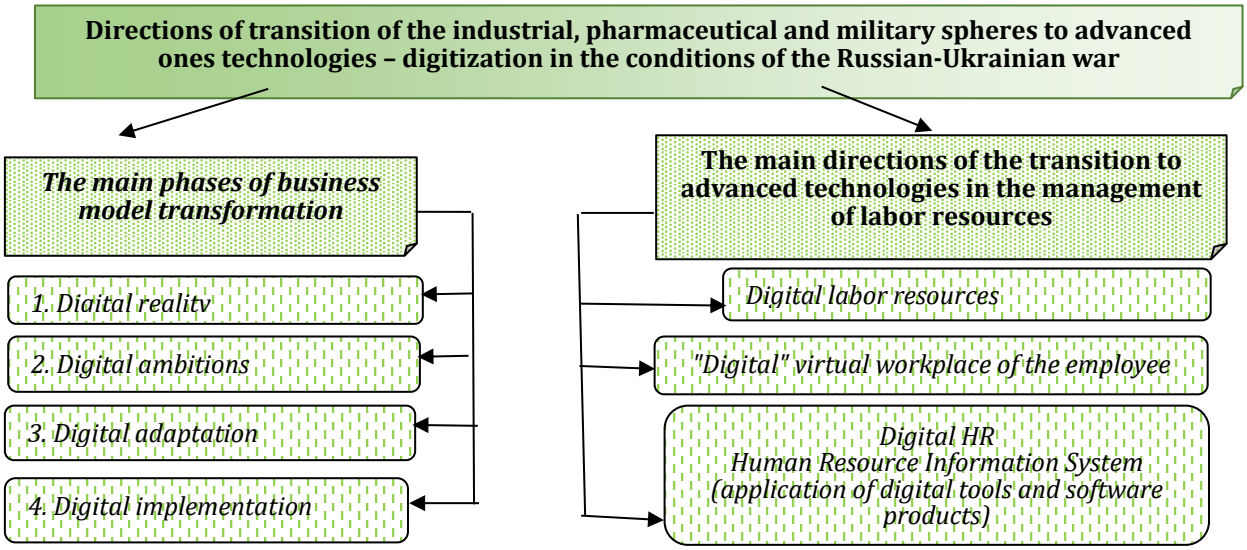

Fig. 1. **Characterization of the directions of the transition of the industrial, pharmaceutical and military spheres to modern cutting-edge technologies in the conditions of the Russian-Ukrainian war [2-3, 5-6]**

In particular, today in the military sphere recruiting is very actively used, that is, the selection of personnel for a certain military vacancy. The most useful skills, knowledge and abilities of potential candidates for various positions are taken into account. Candidates have a certain choice of specialties, where they can maximally apply their experience both on the front lines and in the rear of our country. During the cooperation, automation and digitization of personnel management processes and improvement of the electronic system of military accounting take place. The use of digitization tools simplifies and speeds up these processes. The definition of its activity is based on innovations and information technologies.

Digitalization is a modern concept that involves the industrial, pharmaceutical, military and other spheres of the country's economy in business cooperation with EU countries, Eastern countries and the USA. There is a gradual process of implementation of digital business models to the existing– classical model, which facilitates the interaction of various participants through the use of digital communication channels.

The main digital technologies in widespread use include the Internet of Things (IoT), large data sets (Big Data), cloud computing (Cloud computing), wireless technologies (Wireless Communication), virtual reality (Virtual reality), artificial intelligence (Artificial Intellect - AI), remote and mobile access (Remote & mobile access), three-dimensional printing (3D printing), etc.

The application of cloud technologies in the modern realities of our country is also quite relevant. It is worth noting that big data technologies (Big data.) are a consequence of the growth of the amount of digital data on the Internet and the number of objects connected to the network. Big data is considered big when traditional computing power cannot cope with the amount, speed, complexity, and quality of data that overwhelms human life [4].

Technologies of autonomy various unmanned systems have become common tools used during the armed conflict of the Russian Federation.

Over the last period, the pharmaceutical sector has seen rapid development in the use of biotechnology, and in other areas, the active use of additive manufacturing– 3D and 4D.

Based on the above, we can conclude that the future of Ukrainian business, in particular, lies behind digital technologies. Adopted correct innovative solutions

significantly simplify work with a large amount of information, optimization in the use of resources

The orientation of Ukrainian enterprises and organizations in various spheres of activity towards European values and standards implies such a transformation of the national economy, the goal of which is to achieve the goals of sustainable development, which will allow gradual improvement of socio-economic indicators.

Thus, the research provides a clear idea of the intensification of the impact of digitization in general on the growth and sustainability of industrial, military, pharmaceutical and other spheres of activity in the war and post-war period.

This will make it possible to rapidly develop using modern tools of the latest information technologies and further to gain capacity for the sustainable development of the economy and industry and to strive to be in line with the leading companies of the world.

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