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SYNERGY OF DIGITAL TRANSFORMATION AND RESILIENCE: A NEW APPROACH TO BUSINESS DEVELOPMENT

The article substantiates the synergy of digital transformation and resilience as an integrated approach to business management and development in Ukraine under the extremely difficult conditions of wartime and post-war shocks. Due to the full-scale military aggression, domestic enterprises operate in an environment of prolonged threats: infrastructure destruction, power supply disruptions, personnel loss, disruptions in logistics and supply chains, demand fluctuations, as well as systemic hostile cyberattacks. Under these conditions, digital transformation ceases to be merely a tool for increasing operational efficiency and productivity, turning instead into a key factor in maintaining manageability, ensuring business continuity, and driving recovery. The aim of the study is to develop a conceptual model of the synergy between digital transformation and organizational resilience (“DT × R”) under modern challenges. To achieve this, the study applies systemic and process approaches, a comparative analysis of academic publications, and conceptual modeling.

The result of the study is the conceptual “DT × R” model developed by the authors, theoretically grounded in the dynamic capabilities view of the enterprise. In this model, synergy is revealed through four process mechanisms of change management that form a closed-loop management cycle: sensing, seizing, transforming, and cyber-protection. The authors propose a matrix for assessing digital and resilient maturity across five interrelated dimensions (operational, financial, organizational, informational, and strategic) and three levels (reactive, adaptive, and antifragile).

The scientific novelty of the study lies in integrating the logic of digital change and resilience into a single business development management framework under elevated infrastructure and cyber risks, as well as supplementing the digital transformation evaluation system with a criterion of the capacity of digital solutions to preserve organizational functionality under systemic wartime threats. The practical significance of the obtained results consists in the possibility of using the “DT × R” model as a tool for diagnosing business continuity bottlenecks, and justifying and prioritizing the investment portfolio in reconstruction-oriented digital projects aligned with strategy and risks. The prospect for further research is the empirical verification of the model on a sample of Ukrainian enterprises from various industries and the development of sector-specific maturity profiles.

Keywords: digital transformation; resilience; synergy; business continuity; digital maturity; cybersecurity; recovery.