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## DIGITAL TRANSFORMATION AND ITS IMPACT ON ENTERPRISE ECONOMIC SECURITY

*This paper examines the complex interplay between digital transformation and enterprise economic security. As businesses adopt digital technologies to enhance operational efficiency and competitiveness, they also face growing exposure to cybersecurity threats, financial pressures, and regulatory challenges. The article reviews current academic literature, identifies key benefits and highlights underexplored risks. The article emphasizes the need for strategic alignment between digital initiatives and organizational objectives to ensure long-term resilience and sustainability. The paper contributes to the discourse on proactive approaches to digitalization that strengthen economic security in the face of rapid technological change.*

**Keywords:** digital transformation, economic security, enterprise risk management, cybersecurity threats, technological innovation, operational resilience, strategic management, business continuity, data protection, digital economy, organizational agility, strategic alignment, information security.

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**Problem Statement.** The rapid pace of digital transformation has significantly altered business landscapes globally, marking a pivotal shift in operational models and economic structures. Digital transformation, characterized by the incorporation of digital technologies throughout all business functions, significantly alters enterprise operations, competitive dynamics, and innovation processes. By incorporating advancements in automation, artificial intelligence, cloud computing, and big data analytics, businesses can streamline processes, enhance customer engagement, and achieve higher efficiency levels. This transformation is increasingly vital in sustaining a competitive edge, as seen in the integration of digital ecosystems that facilitate improved communication and optimization of internal processes, which are critical to maintaining an enterprise's market position (International Monetary Fund, 2024).

Economic security, particularly for enterprises, is closely tied to their ability to withstand and adapt to external pressures, safeguarding financial stability, operational continuity, and strategic integrity. Digital transformation has reshaped the economic security paradigm by introducing both substantial benefits and emerging threats. On the one hand, digitalization offers opportunities for enhancing economic resilience, with digital tools allowing more robust risk management frameworks and responsive strategies against market volatility. On the other hand, the adoption of digital technologies creates greater exposure to risks, including intensified cyber threats and reliance on digital frameworks, which could compromise an organization's economic viability and operational stability. Studies show that increased digitalization can fortify economic security by enabling more agile responses to market fluctuations and crisis events, yet it also increases exposure to risks such as data breaches, cyber-attacks, and system disruptions (IBM and Ponemon Institute, 2024). Consequently, the intersection between digital transformation and economic security is marked by a balance of opportunities for increased stability and the need for new protective frameworks (International Monetary Fund, 2024). Therefore, understanding how digital transformation impacts economic security is essential for developing strategies that mitigate risks and maximize benefits for enterprises.

As businesses increasingly digitalize, they face both transformative opportunities and complex risks, making it essential to evaluate the broader implications of digital integration on enterprise economic security. This paper aims to explore this intersection, and contributes to the discourse on existing research and identifies gaps where further exploration is needed. By examining these areas, the paper highlights opportunities to strengthen the foundation for sustained economic security amidst technological advancements.

**Analysis of Recent Research and Publications.** Recent studies have extensively explored the relationship between digital transformation and enterprise economic security, highlighting both its advantages and emerging risks. These processes have been studied by the following domestic and foreign scholars, namely: Cherep A., Dashko V., Ohrenych Y., Liubokhynets L., Lisovsky I., Piletska S., Arefiev S., Petrovska S., Lipych L., Skoruk O., Khadzhynova O., Shtangret I., Harahulia A., Suslov V., Horovoy O., Reshetov S., Polusmiak Y., Kalinin O., Gonchar V., Abliazova N., Filipishyna L., Ohofriichuk O., Maltsev M., Samoilenko Y., Britchenko I., Levchenko I., Lošonczy P., Bilichenko O., Bodnar O., Matviienko-Biliaieva H., Kolodynskyi S., Zakharchenko O., Kramskyi S., Kukhar O., Kravchuk Y., Brechko O., Seleznova H., Stepanenko R., Mosumova A., Seleznova H., Haharinov O., Snishcheko R., Varnalii Z., Mekhed A. and others, who have contributed valuable insights into how digitalization can enhance operational efficiency while also exposing enterprises to new vulnerabilities.

Cherep A., Dashko V., Ohrenych Y., in their paper «Theoretical and Methodological Bases of Formation of the Concept of Ensuring Socio-Economic Security of Enterprises in the context of Digitalisation of Business Processes» underscore the transformative potential of digital technologies in their work on socio-economic security, arguing that the adoption of digital tools can significantly improve business processes. They advocate for the development of comprehensive frameworks that adapt to the rapid changes induced by digitalization, suggesting that such frameworks can bolster economic security by enabling businesses to respond more effectively to market dynamics. The authors also highlight the necessity for developing comprehensive frameworks for socio-economic security that adapt to the rapid changes in business processes due to digitalization (Cherep, Dashko and Ohrenych, 2024).

Harahulia A., Suslov V., Horovoy O. in their paper «Management of economic security of enterprises in the context of digital transformation», highlight the necessity of revising existing theoretical frameworks concerning economic security in light of the digital transformation. They assert that embracing digitalization can lead to improved risk management and operational continuity, thereby enhancing overall economic stability for enterprises. Their findings indicate that organizations that leverage digital tools are better positioned to navigate the complexities of modern market environments, particularly in times of crisis (Harahulia, Suslov and Horovoy, 2023).

Kalinin O., Gonchar V., Abliazova N., Filipishyna L., Ohofriichuk O., Maltsev M. explore enhancing economic security through digital transformation in investment processes with a focus on environmental sustainability in their paper «Enhancing Economic Security through Digital Transformation in Investment Processes: Theoretical Perspectives and Methodological Approaches Integrating Environmental Sustainability». The paper contributes to this discourse by exploring the intersection of digital transformation and investment processes with a focus on environmental sustainability. Their research illustrates how digital technologies can facilitate more transparent and efficient investment practices, which not only enhances economic security but also aligns with sustainable development goals. Their work emphasizes that by integrating digital solutions, enterprises can mitigate various risks while capitalizing on new opportunities for growth and stability (Kalinin et al., 2024).

Kukhar O., Kravchuk Y., and Brechko O. in their paper «Digital Transformation as a Factor in Ensuring Economic Security of Enterprises», explore digital transformation as a crucial factor in ensuring the economic security of enterprises, emphasizing its role in

optimizing production processes and strategic management. It highlights the importance of integrating digital technologies to enhance efficiency, competitiveness, and resource management within businesses. A conceptual model is proposed, outlining the mechanisms and stages for ensuring economic security, with digital transformation as a central tool. The study concludes that successful enterprise functioning and market stability are contingent upon robust economic security, significantly influenced by digital advancements (Kukhar, Kravchuk and Brechko, 2023).

Kolodynskyi S., Zakharchenko O., Kramskyi S. explore enhancing the economic security of enterprises amidst growing external threats, emphasizing the role of digitalization in this process in their paper «Directions of Increasing the Level of Economic Security of Enterprises Under the Influence of Digitalization». It identifies key factors of the digital economy that influence economic security, suggesting that modern information protection mechanisms are essential for the renewal of production systems. The study highlights the importance of cooperation with advanced developers of information resource protection systems to implement digital technologies effectively. It also discusses the implications of law and order on the demographic situation and labor market stabilization (Kolodynskyi, Zakharchenko and Kramskyi, 2022).

Mosumova A., Seleznova H., Haharinov O. discuss the significance of digital transformation in enhancing business efficiency, innovation, and adaptability in a competitive environment in their paper «Business Digitalization: International Experience». It highlights the necessity for businesses to adopt digital technologies to remain competitive and improve their operational processes. The research emphasizes the challenges associated with digital transformation, including the need for changes in organizational culture, employee training, and cybersecurity risks. It also notes the disparities in digitalization impacts across different countries and sectors, stressing the importance of strategic planning for successful implementation (Mosumova, Seleznova and Haharinov, 2024).

A significant share of recent research has increasingly emphasized the benefits and opportunities that digital transformation brings to the realm of enterprise economic security. Scholars have identified that the integration of digital technologies not only enhances operational efficiency but also fortifies the resilience of enterprises against external shocks. Overall, the prevailing trend in recent literature suggests that while the digital landscape presents certain vulnerabilities, the strategic adoption of digital technologies offers substantial benefits for enhancing enterprise economic security. These studies collectively advocate for a proactive approach to digitalization, positioning it as a critical driver of economic resilience and competitive advantage in an increasingly volatile global market.

**The aim of the study** is to examine the multifaceted impact of digital transformation on enterprise economic security by analyzing current academic and practical approaches, identifying both the opportunities and emerging risks associated with digitalization, and outlining strategic directions for enhancing organizational resilience and sustainability in the digital age.

**Presenting main material.** Digitalization presents numerous benefits and opportunities that significantly enhance economic security for enterprises. As businesses increasingly adopt digital technologies, they can leverage these advancements to improve operational efficiency, resilience, and strategic decision-making.

One of the primary benefits of digitalization is the enhancement of operational efficiency. By integrating technologies such as automation, artificial intelligence, and big data analytics, enterprises can streamline their processes, reduce costs, and optimize resource allocation. This operational optimization not only boosts productivity but also strengthens an organization's financial stability, which is crucial for maintaining economic security.

Moreover, digital transformation fosters improved risk management capabilities. As highlighted by Harahulia, Suslov and Horovoy (2023), digital tools enable organizations to

develop more robust risk management frameworks that can effectively respond to market volatility. Through the application of data analytics and real-time monitoring systems, organizations are able to detect potential vulnerabilities and modify their strategic approaches in response, thereby fortifying their capacity to withstand economic disruptions.

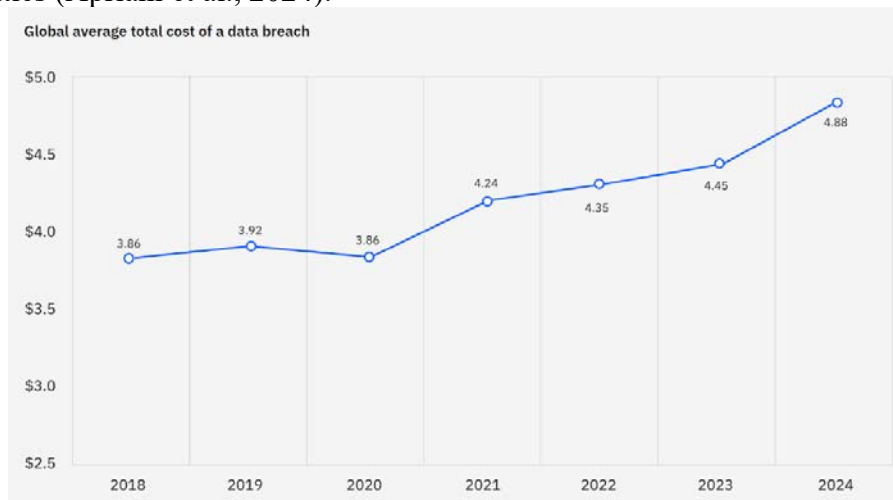
In addition, digitalization enhances customer engagement and satisfaction through personalized experiences. By utilizing digital platforms and tools, businesses can gather and analyze customer data, allowing them to tailor their offerings to meet specific needs and preferences (International Monetary Fund, 2024). This not only strengthens customer loyalty but also contributes to revenue stability, which is vital for economic security.

Furthermore, the adoption of digital technologies facilitates greater agility in responding to market changes. As organizations become more digitally integrated, they can quickly pivot their strategies and operations in response to emerging trends or crises (IBM and Ponemon Institute, 2024). This flexibility is especially crucial in the contemporary rapid-paced market landscape, where the ability to adjust can mean the difference between success and failure.

Lastly, digitalization opens up new avenues for innovation and growth. Through the adoption of digital transformation, organizations are able to investigate innovative business frameworks, broaden their product and service portfolios, and penetrate new market segments, consequently augmenting their competitive advantage (Cherep, Dashko and Ohrenych, 2024). This innovation not only drives economic growth but also fortifies the overall economic security of the organization.

In conclusion, the benefits and opportunities presented by digitalization are pivotal in enhancing the economic security of enterprises. By improving operational efficiency, risk management, customer engagement, agility, and innovation, businesses can build a more resilient foundation that safeguards their financial stability and strategic integrity in an increasingly digital world.

As organizations increasingly rely on digital tools, their exposure to cybersecurity threats grows. Cyberattacks, data breaches, and other forms of digital fraud have become prominent risks, jeopardizing both operational continuity and stakeholder trust. Notably, data breach costs surged to an average of \$4.88 million in 2024. Data breaches have a profound impact on business operations - 70% of organizations experienced significant or very significant disruptions due to breaches, ranging from minor system issues to extensive operational shutdowns, while only 1% reported low levels of disruption (IBM and Ponemon Institute, 2024). Moreover, the interconnectedness of digital infrastructures within the vast commercial ecosystem can give rise to systemic vulnerabilities, such that a disruption in any component of the network may trigger significant consequences, threatening the economic sustainability of various entities (Apriani et al., 2024).



**Figure 1.** Global average total cost of a data breach (since 2018, measured in USD millions)  
(IBM and Ponemon Institute, 2024)

In parallel, the financial implications of digital transformation are substantial. High costs associated with acquiring new technologies, training employees, and maintaining systems place significant pressure on enterprise resources. These financial strains are further exacerbated by market uncertainties, requiring businesses to strike a delicate balance between investment in digitalization and maintaining economic stability. The heavy dependence on digital systems compounds these risks, as even minor technological failures can disrupt critical operations (Samoilenko et al., 2023).

An additional challenge lies in the evolving nature of the workforce. Human capital challenges further complicate the transformation process. As enterprises adopt cutting-edge technologies, gaps in workforce skills and resistance to change can impede progress. Insufficient training and adaptability issues among employees highlight the need for ongoing investment in education and the cultivation of a flexible organizational culture (Harahulia, Suslov and Horovoy, 2023; Сніщенко, 2023).

Compounding these operational and workforce concerns are complex regulatory and compliance pressures. The evolving legal landscape, particularly in areas such as data privacy and international data flows, demands meticulous attention. Failing to align with these regulations risks significant financial penalties and reputational damage (International Monetary Fund, 2024; Cherep, Dashko and Ohrenych, 2024).

The economic divide between large and smaller enterprises also presents a critical challenge. Small and medium-sized enterprises (SMEs) often face limitations in financial resources, technical expertise, and digital infrastructure essential for the thorough adoption and integration of transformative digital technologies in their operations. This digital divide further exacerbates existing economic disparities, as larger corporations are better equipped to leverage the benefits of digitalization. Consequently, the gap in digital maturity and economic opportunities between large enterprises and their smaller counterparts continues to widen (Kolodynskyi, Zakharchenko and Kramskyi, 2022).

Finally, the alignment of digital transformation strategies with broader business objectives remains a persistent challenge. Misaligned initiatives often result in wasted resources and unfulfilled potential, undermining the strategic goals of the organization. Aligning digital transformation initiatives with the organization's strategic goals is crucial for optimizing their efficacy and achieving comprehensive advantages. This alignment requires a comprehensive understanding of the enterprise's strategic priorities, as well as the ability to carefully plan and integrate digital initiatives in a way that directly supports those priorities. Without this alignment, organizations risk investing significant resources in digital projects that fail to deliver the expected returns or, worse, actually work against the organization's core objectives. Achieving this strategic alignment is an ongoing challenge that demands constant attention and adaptation as both the business and the technological landscape evolve over time (Samoilenko et al., 2023; Толпежников, Толпежникова та Балашов, 2020).

The interplay between digital transformation and enterprise economic security carries significant consequences that extend beyond immediate operational changes. As organizations navigate the dual landscape of opportunities and risks, the implications of their strategic choices become increasingly pronounced. Understanding these dynamics is essential for fostering resilience and ensuring long-term sustainability in an era marked by rapid technological advancements.

While the existing literature predominantly emphasizes the positive impact of digital transformation on enterprise economic security, there remains a substantial gap in understanding the challenges and risks that accompany this shift. Most studies highlight how digitalization enhances operational efficiency, resilience, and strategic decision-making (Harahulia, Suslov and Horovoy, 2023). However, the potential threats to economic security introduced by digital transformation, such as heightened cybersecurity risks, financial strains, and workforce adaptation challenges, warrant further exploration.

One notable gap is the insufficient analysis of the systemic vulnerabilities that arise from interconnected digital infrastructures. As organizations increasingly rely on digital systems, the risk of cascading failures due to a single point of disruption has become more pronounced (Apriani et al, 2024). This area remains underexplored, particularly regarding how enterprises can develop robust contingency plans and risk management frameworks that account for such interdependencies. Future research could innovate by creating models that assess the resilience of interconnected systems and propose strategies to mitigate systemic risks.

Additionally, the financial implications of digital transformation, including the costs associated with technology adoption and maintenance, are often overshadowed by discussions of benefits (Samoilenko et al., 2023). A deeper investigation into the economic trade-offs faced by enterprises, especially small and medium-sized enterprises (SMEs), could yield valuable insights. This includes understanding how these entities can balance investment in digital technologies with the need to maintain economic stability. Innovative approaches could be developed to provide SMEs with tailored financial models or frameworks that guide their digital transformation efforts without jeopardizing their economic security.

Moreover, the evolving nature of the workforce presents another critical area for research. As enterprises adopt new technologies, gaps in skills and resistance to change can impede successful digital transformation (Harahulia, Suslov and Horovoy, 2023). Investigating effective training methodologies and organizational culture adaptations that facilitate workforce transitions into digital environments remains an unaddressed issue. Research could focus on developing innovative training programs that not only enhance technical skills but also promote adaptability and resilience among employees.

Furthermore, the regulatory landscape surrounding digital transformation is complex and rapidly evolving, particularly in areas such as data privacy and cybersecurity compliance (International Monetary Fund, 2024). There is a need for comprehensive studies that analyze how enterprises can navigate these regulatory challenges while maintaining their economic security. Research could explore innovative compliance strategies that align with digital transformation initiatives, ensuring that organizations can leverage digital technologies without exposing themselves to legal and financial risks.

Lastly, the disparity in digital maturity between large enterprises and SMEs presents a significant challenge that is often overlooked in the discourse on digital transformation (Kolodynskyi, Zakharchenko and Kramskyi, 2022). Future research could investigate the implications of this digital divide on economic security and propose innovative solutions that empower smaller enterprises to harness the benefits of digitalization. This could include the development of collaborative platforms or networks that facilitate knowledge sharing and resource pooling among SMEs.

In conclusion, while the current literature emphasizes the advantages of digital transformation for economic security, there is a pressing need to address the associated challenges and risks. By identifying these research gaps and exploring areas of innovation, scholars can contribute to a more comprehensive understanding of how enterprises can navigate the complexities of digitalization while safeguarding their economic security.

Digital transformation presents a complex interplay of opportunities and challenges that significantly impact enterprise economic security. As businesses integrate advanced digital technologies, they unlock enhancements in operational efficiency, risk management, customer engagement, agility, and innovation. These advancements fortify financial stability and strategic integrity, positioning enterprises to thrive in an increasingly digital marketplace.

However, this transformation is not without its risks. Heightened exposure to cybersecurity threats, substantial financial investments, workforce adaptation hurdles, regulatory compliance complexities, and a widening digital divide between large corporations and SMEs pose significant challenges. The interconnectedness of digital infrastructures

introduces systemic vulnerabilities, where disruptions can have cascading effects on economic sustainability.

The existing literature predominantly highlights the benefits of digitalization but often underrepresents the associated risks and systemic vulnerabilities. There is a critical need for comprehensive research that delves into these gaps. Future studies should focus on developing robust risk management frameworks that account for the interdependencies of digital systems, tailored financial models to support SMEs in their digital endeavors, effective workforce training programs to enhance adaptability, and innovative strategies to navigate the evolving regulatory landscape.

Enterprises must adopt a balanced and strategic approach to digital transformation, aligning digital initiatives with overarching business objectives to maximize benefits and mitigate risks. This alignment requires a deep understanding of the enterprise's strategic priorities and a commitment to ongoing adaptation as technological and business environments evolve.

Collaboration among scientists, industry practitioners, and policymakers will be essential in addressing these challenges. By fostering innovation and developing actionable insights, stakeholders can create frameworks that empower enterprises to harness the full potential of digital transformation while safeguarding their economic security.

In conclusion, as technological advancements continue to reshape the global economic landscape, enterprises must navigate the complexities of digital transformation with strategic foresight and resilience. Embracing both the opportunities and addressing the challenges will be imperative for sustaining economic security and achieving long-term success in the digital age.

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### **ЦИФРОВА ТРАНСФОРМАЦІЯ ТА ЇЇ ВПЛИВ НА ЕКОНОМІЧНУ БЕЗПЕКУ ПІДПРИЄМСТВА**

*У статті досліджено вплив цифрової трансформації на економічну безпеку підприємств в умовах цифровізації. Цифрова трансформація, що охоплює інтеграцію таких технологій, як автоматизація, штучний інтелект, аналітика великих даних та хмарні обчислення, суттєво змінює бізнес-моделі, стратегічні пріоритети та операційні процеси підприємств. Вона відкриває нові можливості для підвищення ефективності, гнучкості та конкурентоспроможності, однак водночас створює нові ризики, які можуть загрожувати економічній стійкості та довгостроковому розвитку підприємств.*

*У статті проведено огляд сучасних наукових досліджень і публікацій, що висвітлюють як переваги цифровізації, так і супутні їй виклики. Автори аналізують потенціал цифрових технологій для покращення управління ризиками, зміцнення операційної стійкості, підвищення якості обслуговування клієнтів та сприяння інноваціям. Особливу увагу приділено таким ризикам, як кіберзагрози, системні вразливості цифрової інфраструктури, високі фінансові витрати на впровадження технологій, кадрові виклики та складнощі із дотриманням нормативних вимог.*

*Окремо розглядається проблема цифрової нерівності між великими компаніями та малими і середніми підприємствами, які часто обмежені у ресурсах для повноцінної цифрової трансформації. Стаття робить внесок у наукову дискусію про проактивне забезпечення економічної безпеки підприємств шляхом цифрової трансформації та окреслює напрями для подальших досліджень у цій галузі.*

**Ключові слова:** цифрова трансформація, економічна безпека, управління ризиками підприємства, загрози кібербезпеці, технологічні інновації, операційна стійкість, стратегічне управління, безперервність бізнесу, захист даних, цифрова економіка, організаційна гнучкість, стратегічне узгодження, інформаційна безпека.