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TRANSFORMATION OF MARKETING COMMUNICATIONS IN THE CONTEXT OF DIGITALIZATION OF BUSINESS AND ENTREPRENEURSHIP ECONOMY UNDER MARTIAL LAW

Summary. Introduction. The current stage of development of the world economy is characterized by the rapid digital transformation of all spheres of economic activity. For Ukraine, this process has acquired a fundamentally new dimension in the context of the full-scale military invasion, which began in February 2022: entrepreneurship is faced with the need to simultaneously adapt to digitalization and function in conditions of unprecedented economic instability, infrastructure destruction and transformation of consumer behavior. Under the circumstances, marketing communications have turned from a tool for promoting goods and services into a critical mechanism for business survival, maintaining the trust of stakeholders and maintaining market positions.

The transformation of marketing communications under martial law is due to the action of two interrelated factors. On the one hand, global digitalization trends have significantly changed the channels, formats, and logic of interaction between businesses and consumers long before the outbreak of the armed conflict. On the other hand, martial law has dramatically accelerated the transition to digital communication tools, as traditional offline channels have proven to be unviable or ineffective in the face of physical destruction, forced migration, and general instability. Thus, digitalization has become not only a strategic trend, but also a tactical necessity to maintain the communication presence of business.

At the same time, the scientific understanding of this phenomenon remains insufficient. Most research in the field of marketing communications either focuses on the general patterns of digital marketing outside of a crisis context or considers crisis communications in isolation from digitalization processes. The specifics of the functioning of entrepreneurship in the context of an active armed conflict, combined with accelerated digital transformation, remain poorly studied. The lack of a holistic theoretical model that would take into account the synergistic influence of these two factors on business communication strategies determines the relevance and scientific significance of the chosen topic.

The article is aimed at substantiating the modern transformation of marketing communications in the context of digitalization of business and entrepreneurship economics under martial law as a synergistic impact of two simultaneous transformation processes of war shock and digitalization on marketing communications of Ukrainian entrepreneurship as a holistic phenomenon, and not its individual aspects.

Materials and methods. The materials of the study are: 1) scientific works of domestic authors devoted to the transformation of marketing communications in the context of digitalization of business and entrepreneurship economics under martial law; 2) the results of analytical research on the transformation of marketing communications in the context of digitalization of business and entrepreneurship economics (successful cases).



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In the process of conducting the study, the following scientific methods were used: analysis and synthesis – to systematize theoretical approaches; abstract-logical method – to describe the content of the transformation of marketing communications in the context of digitalization of business and business economics under martial law; case analysis, content analysis – to verify successful cases of digital marketing transformation; logical generalization of results (formulation of conclusions and construction of a cyclical model of transformation of marketing communications in the context of digitalization of business and entrepreneurship economy under martial law).

Results. The article substantiates that classical scientific approaches to the study of the transformation of marketing communications are based on three interrelated conceptual blocks: the digitalization of marketing communications, entrepreneurship under crisis conditions, and the economics of entrepreneurship under shock influences. At the same time, it is established that contemporary research on the transformation of marketing communications in the context of business digitalization and the economics of entrepreneurship under martial law operates with such key categories as the digital transformation of marketing communications, enterprise communication resilience, and the military marketing context.

A triadic system of scientific terms has been developed, reflecting the content and logic of the transformation processes of marketing communications under these conditions. In addition, the content of the transformation of marketing communications in the context of business digitalization and the economics of entrepreneurship is revealed, taking into account its economic effect and practical orientation. Successful Ukrainian cases of digital marketing transformation are presented, confirming the effectiveness of integrating digital tools into the communication policies of enterprises.

It is demonstrated that the modern transformation of marketing communications in the context of business digitalization and the economics of entrepreneurship is driven by the synergistic impact of two simultaneous transformational processes – war-related shock and digitalization – on the system of marketing communications of Ukrainian entrepreneurship. On this basis, a cyclical model of the transformation of marketing communications has been developed, reflecting the adaptive mechanisms and dynamics of changes in enterprise communication activities under martial law.

Prospects. Further research should focus on quantifying the multiplier effect of digital communication tools, assessing long-term changes in consumer behavior, and developing integrated models of communication resilience in crisis environments.

Key words: marketing communications, digitalization, business, entrepreneurship economics, martial law.

Problem statement. The current stage of economic development is characterized by the intensive digitalization of business processes, which leads to a deep transformation of marketing communications as a key tool for interaction between enterprises and their target audiences. The spread of digital technologies, the development of online platforms, social networks, and analytics tools are changing traditional approaches to the formation, transmission, and perception of marketing messages. Under these conditions, enterprises are forced to adapt their communication strategies to the new requirements of the digital environment, ensuring personalization, interactivity, and speed of information exchange.

At the same time, transformation processes are accompanied by a number of challenges, including the fragmentation of digital channel usage, an insufficient level of integration of marketing communications, the complexity of assessing their effectiveness, and limited competencies in the field of digital marketing. These issues are especially relevant in the context of the development of the entrepreneurial economy, where small and medium-sized enterprises often lack sufficient resources to implement complex digital solutions.

Furthermore, the dynamism of the digital environment, intense competition for consumer attention, and the rapid shift in consumer behavioral models require the constant updating of tools and approaches to marketing communications. The absence of a systematic vision of the transformation of communication processes reduces the efficiency of business interaction with the market and limits the possibilities of forming sustainable competitive advantages.

Thus, there is a need for an in-depth scientific study of the transformation of marketing communications in the context of the digitalization of business and the economics of entrepreneurship — particularly with regard to modern technological changes, new models of consumer behavior, and requirements for the effectiveness of communication strategies under martial law.

Analysis of recent research and publications. The topic of the article lies at the intersection of three scientific fields: the theory of marketing communications, the digital economy, and crisis management. Martial law in Ukraine (since February 2022) has created a unique natural experiment in which digitalization has been simultaneously forced, traditional communication channels have been disrupted, and consumer behavior has undergone radical changes. The scientific problem lies in the lack of a holistic theoretical model that would describe the transformation processes of marketing communications in enterprises in the context of armed conflict combined with accelerated digitalization. Classical research relies on several conceptual blocks.

1. Digitalization of marketing communications. Classical models of integrated marketing communications consider the consistency of messages across offline channels. Modern approaches complement them with the concept of omnichannel communications, where the digital environment becomes dominant. In the military

context, the ideas of “accelerated digital transformation,” documented during the COVID-19 pandemic, are particularly relevant as a methodological analogy.

2. Entrepreneurship in crisis conditions. The theory of crisis entrepreneurship distinguishes between productive, unproductive, and destructive entrepreneurship. Under martial law, the concept of “resilience entrepreneurship” becomes increasingly relevant, where the communication strategy performs not only a market function but also a social one — maintaining trust, legitimacy, and resource mobilization.

3. Economics of entrepreneurship in the face of shocks. The theory of endogenous growth and the concept of dynamic capabilities explain why enterprises with developed digital competencies demonstrate higher adaptability to exogenous shocks. Martial law represents a simultaneous supply and demand shock, requiring a rethinking of pricing, distribution, and communication models.

This triad is defined in their scientific works by such researchers as: Kucheruk O., Bolotnyi Y., Demkiv I., Trepet N., Koberniuk S., Karpenko V., Tsylnyk O. Ya., Husakovska T., Rybalko-Rak L., Sereda O., Plotnikov O., Matveev M., Kulchytska E., Zyubryk D., Obikhod S., Boyko V., Lopatovsky V., Dubich E., Ignatenko R., Knyazeva T., Peresunko M., Galushko A. and others [1–11].

A comparative analysis of the publications presented indicates the gradual emergence of a coherent academic discourse on the transformation of marketing communications, the digitalization of business processes, and ensuring the competitiveness of enterprises in the current environment. At the same time, each study has its own specific focus, methodological framework and level of generalization.

The publications by O. Kucheruk and Y. Bolotny, as well as S. V. Obikhod, M. E. Matveeva and V. D. Boiko, focus on the study of the digitalization of marketing communications as a key factor in enhancing the competitiveness of enterprises. The first study focuses on the specifics of the creative industry, highlighting the role of digital tools in creating unique competitive advantages, whilst the second is of a more general nature and considers digital marketing as a component of the transformation of business processes as a whole [1; 8].

The study by Demkiv I. and Trepet N. expands on this issue, focusing not only on marketing aspects but also on the overall system for ensuring a company’s competitiveness in the context of digitalization. Unlike previous works, this study takes a more pronounced managerial approach, covering the strategic and operational challenges of digital transformation [2].

The work by Koberniuk S. and Karpenko V. is notable for its sector-specific focus, as it examines the digitalisation of marketing in the agricultural sector. The authors specify digital marketing tools with due regard to the characteristics of agricultural enterprises, which sets this publication apart from more general theoretical studies [3]. O. Ya. Tselnyk offers a theoretical generalization of the processes of optimizing the interaction of marketing technologies in the digital economy. Unlike application-oriented studies, this work is of a more conceptual nature, aimed at developing the conceptual and categorical framework and substantiating the theoretical foundations for the integration of marketing tools [4].

The publication by Gusakovska T., Rybalko-Rak L. and Sereda O. focuses on the economic mechanism of brand promotion as a component of marketing strategy, combining aspects of digital transformation with European integration processes. This study is distinguished by its emphasis on institutional and strategic factors in building competitiveness [5]. O. Plotnikov’s work goes beyond purely marketing issues and examines digitalization as a tool for managing key business processes in manufacturing enterprises. In this way, it demonstrates an interdisciplinary approach, where marketing communications are merely a component of a broader system of digital transformation [6].

Matveev M., Kulchitskaya E. and Zyubrik D. analyse the transformation of marketing strategies in national and international contexts, enabling a comparison of Ukrainian practices with global trends. This study is distinguished by its comparative approach and a broader level of generalization. Lopatovsky V. G. and Dubych Y. B. focus on the development of a digital communications system from the perspective of business economic security, which is a relatively new aspect within the scope of the subject under study. The authors highlight the risks of digitalization and the need to take them into account when building communications systems [7; 9].

Ignatenko R. V. examines digital communications in the context of the COVID-19 pandemic, which allows one to trace the evolution of approaches to the digitalization of marketing under the influence of crisis factors. This research is significant as a prerequisite for contemporary transformations, particularly in the context of more profound crisis phenomena. Knyazeva T. V., Peresunko M. M. and Galushko A. S. focus on the digital transformation of companies’ marketing activities, summarizing current trends and tools used in business practice. Their work combines theoretical principles with the practical aspects of implementing digital solutions [10; 1].

To summarize, it can be noted that most publications share the common theme of the decisive role played by digitalization in the transformation of marketing communications and in enhancing the competitiveness of businesses. At the same time, differences lie in the level of research (theoretical, applied, sector-specific), the object of analysis (marketing communications, business processes, strategies, economic security) and the context (creative industries, the agricultural sector, the processing industry, global and crisis conditions). This demonstrates the

multidimensional nature of the issue and the need for further comprehensive research aimed at integrating various approaches into a single conceptual model of the digital transformation of marketing communications. Experts also note that scientific research on the transformation of marketing communications in the context of digitalization of business and entrepreneurship under martial law usually operates with the following categories.

The digital transformation of marketing communications is not only the transfer of traditional tools to online environments but also a qualitative change in the logic of interaction with audiences: from monologue to dialogue, from reach to engagement, and from mass messaging to personalized, data-driven content.

Communication resilience of an enterprise is defined as the ability to maintain interaction with stakeholders (consumers, partners, investors) under conditions of infrastructural and informational constraints. It includes channel diversification, backup platforms, and the implementation of crisis communication protocols.

The military marketing context represents a specific configuration of factors, including a shift in consumer priorities toward basic needs and security, information overload among audiences, increased sensitivity to brand tone of voice, and the emergence of a “patriotic economy” as a new behavioral phenomenon (Fig. 1.).

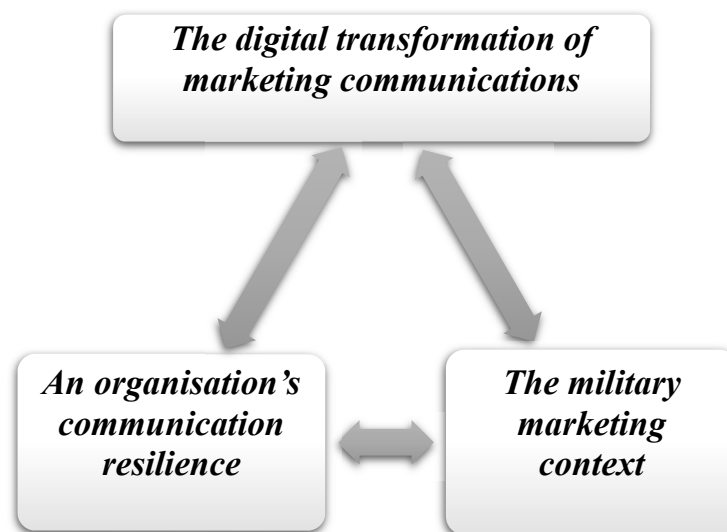


Fig. 1. Triangle of scientific terms for the transformation of marketing communications in the context of digitalization of business and business economics under martial law

Source: built by the authors based on [1–12]

However, the distinguishing feature of the modern transformation of marketing communications in the context of the digitalization of business and the economics of entrepreneurship lies in its interpretation as a synergistic impact of two simultaneous transformational processes - military influence and digitalization — on the marketing communications of entrepreneurship as a holistic phenomenon, rather than on its individual components. Most existing research focuses either on crisis communications or on digital marketing, but not on their interaction within an extreme military context.

The analysis of the transformation of marketing communications in the context of business digitalization and the economics of entrepreneurship under martial law is typically based on a mixed-methods approach.

The quantitative component involves the analysis of digital analytics data from Ukrainian enterprises (including changes in the structure of advertising budgets, conversion rates, and user behavior across various segments of e-commerce) for the period 2021–2024, i.e., in a “before/after” framework relative to the introduction of martial law. Open databases such as Kantar, the All-Ukrainian Advertising Coalition, and Prozorro (in terms of public procurement of marketing services) may be used.

The qualitative component includes in-depth interviews with marketing directors and SME owners, case studies of enterprises that have successfully adapted their communication strategies under martial law, and content analysis of communication messages from leading Ukrainian brands.

The article aims to substantiate the modern transformation of marketing communications in the context of the digitalization of business and the economics of entrepreneurship under martial law as a synergistic effect of two simultaneous transformational processes — war-related shock and digitalization — on the marketing communications of Ukrainian entrepreneurship as a holistic phenomenon, rather than its individual aspects.

Materials and methods. The materials of the study include: 1) scientific works by domestic authors devoted to the transformation of marketing communications in the context of the digitalization of business and

the economics of entrepreneurship under martial law; 2) results of analytical research on the transformation of marketing communications in the context of business digitalization and the economics of entrepreneurship, including successful cases.

In the course of the study, the following scientific methods were applied: analysis and synthesis, to systematize theoretical approaches; the abstract-logical method, to describe the content of the transformation of marketing communications in the context of business digitalization and the economics of entrepreneurship under martial law; case study and content analysis, to verify successful cases of the digital transformation of marketing; and logical generalization of results, to formulate conclusions.

Presentation of the main material. The transformation of marketing communications in the context of the digitalization of business and the economics of entrepreneurship is a natural result of profound structural changes in the ways of creating, transmitting, and perceiving information in the modern digital environment. The spread of digital technologies, the development of network platforms, big data, and analytical tools are driving the transition from traditional, predominantly one-way communications to interactive, multichannel, and personalized forms of interaction between enterprises and consumers.

Within the framework of the economics of entrepreneurship, marketing communications acquire a systemic character and become integrated into the overall model of business processes, functioning not only as a promotional tool but also as an important element of value creation for the consumer. Digitalization is transforming the logic of enterprise communication policies, orienting them toward building long-term relationships with customers, increasing engagement, and adapting to individual needs and behavioral characteristics.

An essential aspect of this transformation is the growing role of data as a strategic resource. The use of digital tools enables deep market segmentation, forecasting of consumer behavior, and real-time evaluation of communication effectiveness. This contributes to improving the accuracy of managerial decision-making and optimizing the costs of marketing activities.

At the same time, the transformation of marketing communications is accompanied by several challenges, including the need to integrate various communication channels, ensure message consistency, protect personal data, and develop digital competencies among personnel. For business entities, especially small and medium-sized enterprises, these challenges are exacerbated by limited resources and the need for rapid adaptation to dynamic changes in the external environment.

Thus, the transformation of marketing communications in the digital economy reflects a transition toward more flexible, customer-centric, and technologically advanced models of interaction that enhance enterprise competitiveness and contribute to the development of the business environment. Digitalization is fundamentally changing the logic of marketing communications: instead of mass messaging, businesses rely on targeting, analytics, content strategies, mobile channels, and real-time feedback. As a result, communications become more personalized, measurable, and adaptive to consumer behavior. This is particularly important for entrepreneurship, where the speed of response to market changes directly affects profitability and market position. Table 1 presents the content of the transformation of marketing communications in the context of business digitalization and the economics of entrepreneurship.

Table 1

Content of Marketing Communications Transformation in the Context of Business Digitalization and Entrepreneurship Economics

Transformation	Economic Effect	Practical Directions
From mass communication to personalization. Communications are segmented based on customer data, increasing message relevance.	Reduction of transaction costs, faster market access, ability to more accurately assess campaign effectiveness.	Use of CRM systems for personalized communication and strengthening customer loyalty.
From one-time contact to continuous interaction. Social media, chat channels, and CRM create an ongoing dialogue with the audience.	Digital communications support competitive advantages and contribute to forming a unique value proposition.	Development of content marketing and SMM to build trust and communities around the brand.
From intuition to analytics. Marketing decisions increasingly rely on metrics, Big Data, and digital analytics.	Expansion of market opportunities for small and medium-sized businesses.	Application of artificial intelligence to analyze consumer behavior and automate campaigns.
From isolated tools to an integrated system. Advertising, PR, content marketing, email, SEO, and SMM operate as a unified ecosystem.	Creation of a multiplier effect and diffusion of successful cases.	Integration of mobile marketing as mobile channels has become a key point of audience contact.

Source: built by the authors based on [7–11]






Therefore, the digitalization of business has led to a profound transformation of marketing communications, manifested in the personalization of consumer interaction, the strengthening of the analytical component, the integration of digital channels, and the increasing role of data in decision-making. In the context of the entrepreneurial economy, this enhances competitiveness while simultaneously generating new risks related to cybersecurity and information overload.

There are already several compelling cases of digital marketing transformation in Ukraine that combine e-commerce, mobile applications, CRM systems, targeted advertising, chatbots, and situational marketing in social networks. These examples are most evident in retail, logistics, fintech, and service industries, where digital channels directly influence sales and audience engagement (Table 2).

Successful cases in Ukraine share common features, including a focus on mobile channels, rapid personalization, active engagement in social networks, and measurable results based on digital metrics. For many brands, the key factor has been the transition from simple advertising to a comprehensive communication ecosystem, where websites, mobile applications, email, instant messaging platforms, CRM systems, and social networks operate in an integrated manner. This integration enhances brand awareness, conversion rates, and customer loyalty.

Table 2

Successful Ukrainian cases Digital Transformation of Marketing

BRAND	Example of Use
Rozetka 	AI-driven personalization, email campaigns to increase sales and improve the accuracy of customer data management
Nova Poshta 	Integration of chatbots and digital channels for rapid customer interaction, communication in an almost real-time service mode
EVA 	Combining online and offline sales, over 3 million mobile app installations, growth of the online channel's share in total revenue
Monobank 	Effective work with digital communication and social platforms, stylish content and fast audience engagement
DTEK and Ukrzaliznytsia 	Successful situational marketing on TikTok and other social networks, where strong content generated reach significantly above average

Source: built by the authors based on [12–15]

Thus, the conducted research is based on systemic, synergistic, and interdisciplinary approaches that enable a comprehensive assessment of the impact of digitalization and martial law on the transformation of marketing communications in the business sector. The methodological framework of the study **предусматривает** a synergistic combination of war-related shock and digital transformation as two interrelated factors that shape a new paradigm of marketing communications. This approach makes it possible not only to describe the processes of business adaptation but also to identify the mechanisms for the formation of sustainable communication strategies under crisis conditions (Fig. 2).



Fig. 2. Cyclical model of transformation of marketing communications in the context of digitalization of business and entrepreneurship economy under martial law

Source: built by the authors based on a generalization of theoretical and practical approaches to the digital transformation of marketing communications

Conclusions. The study demonstrates that the transformation of marketing communications in Ukraine under martial law is a multidimensional and synergistic process shaped by the simultaneous influence of two powerful forces: the military shock and accelerated digitalization. Unlike pre-war digital transformation, which was predominantly strategic and evolutionary, the wartime context has made digital communication tools a tactical necessity for business survival, continuity, and stakeholder trust.

The analysis of scientific literature and empirical cases confirms that digitalization has fundamentally changed the logic, structure, and dynamics of marketing communications. Ukrainian enterprises have shifted from traditional, channel-based communication models to personalized, interactive, data-driven, and resilient systems capable of functioning under infrastructural constraints and heightened uncertainty. This shift has strengthened the role of omnichannel strategies, CRM-based personalization, mobile-first communication, and real-time interaction with audiences.

The article identifies three main concepts: digitalization of marketing communications, entrepreneurship during crises, and economics in turbulent conditions. It highlights categories such as digital transformation, enterprise communication resilience, and wartime marketing. The piece outlines a scientific framework for marketing communication changes during business digitalization and martial law, explaining both economic effects and practical implications. It presents successful Ukrainian examples and argues that current transformations are driven by both digital and military influences in entrepreneurship. A cyclical model describing these transformations is also introduced.

The proposed cyclical model of marketing communication transformation reflects the interdependence between digital capabilities, adaptive communication strategies, and the external shock environment. It highlights that sustainable communication performance under martial law requires continuous learning, rapid experimentation, and the integration of analytical tools for decision-making.

Further research should focus on quantifying the multiplier effects of digital communication tools, assessing long-term changes in consumer behavior, and developing integrated models for communication resilience in crisis-prone environments.

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ТРАНСФОРМАЦІЯ МАРКЕТИНГОВИХ КОМУНІКАЦІЙ У КОНТЕКСТІ ЦИФРОВІЗАЦІЇ БІЗНЕСУ Й ЕКОНОМІКИ ПІДПРИЄМНИЦТВА В УМОВАХ ВОЄННОГО СТАНУ

Анотація. Вступ. Сучасний етап розвитку світової економіки характеризується стрімкою цифровою трансформацією всіх сфер господарської діяльності. Для України цей процес набув принципово нового виміру в умовах повномасштабного воєнного вторгнення, яке розпочалося у лютому 2022 року: підприємництво опинилося перед необхідністю одночасно адаптуватися до цифровізації та функціонувати в умовах безпрецедентної економічної нестабільності, руйнування інфраструктури і трансформації споживчої поведінки. За таких обставин маркетингові комунікації перетворилися з інструменту просування товарів і послуг на критичний механізм виживання бізнесу, підтримання довіри стейкхолдерів і збереження ринкових позицій.

Трансформація маркетингових комунікацій в умовах воєнного стану зумовлена дією двох взаємопов'язаних чинників. З одного боку, глобальні тенденції цифровізації суттєво змінили канали, формати та логіку взаємодії між підприємствами і споживачами задовго до початку збройного конфлікту. З іншого – воєнний стан різко прискорив перехід до цифрових інструментів комунікації, оскільки традиційні офлайн-канали виявилися нежиттєздатними або малоефективними в умовах фізичних руйнувань, вимушеної міграції населення та загальної нестабільності. Таким чином, цифровізація стала не лише стратегічним трендом, а й тактичною необхідністю для збереження комунікаційної присутності бізнесу.

Разом із тим наукове осмислення цього феномену залишається недостатнім. Більшість досліджень у сфері маркетингових комунікацій або зосереджується на загальних закономірностях цифрового маркетингу поза кризовим контекстом, або розглядає кризові комунікації у відриві від процесів диджиталізації. Специфіка функціонування підприємництва в умовах активного збройного конфлікту, поєданого з прискореною цифровою трансформацією, залишається малодослідженою. Відсутність цілісної моделі, яка враховувала б синергетичний вплив цих двох факторів на комунікаційні стратегії бізнесу, зумовлює актуальність і наукову значущість обраної теми.

Метою статті є обґрунтування сучасної трансформації маркетингових комунікацій у контексті цифровізації бізнесу й економіки підприємництва в умовах воєнного стану як синергетичного впливу двох одночасних трансформаційних процесів воєнного шоку і цифровізації на маркетингові комунікації українського підприємництва як цілісного феномену, а не окремих його аспектів.

Матеріали і методи. Матеріалами дослідження є: 1) наукові праці вітчизняних авторів, присвячені проблематиці трансформації маркетингових комунікацій у контексті цифровізації бізнесу й економіки підприємництва в умовах воєнного стану; 2) результати аналітичних досліджень щодо трансформації маркетингових комунікацій у контексті цифровізації бізнесу й економіки підприємництва (успішні кейси).

У процесі здійснення дослідження було використано такі наукові методи: аналіз і синтез – для систематизації теоретичних підходів; абстрактно-логічний метод – для опису контенту трансформації маркетингових комунікацій у контексті цифровізації бізнесу й економіки підприємництва в умовах воєнного стану; аналіз кейсів, контент-аналіз – для верифікації успішних кейсів цифрової трансформації маркетингу; логічного узагальнення результатів (формулювання висновків та побудови циклічної моделі трансформації маркетингових комунікацій у контексті цифровізації бізнесу й економіки підприємництва в умовах воєнного стану).

Результати. У статті обґрунтовано, що класичні наукові підходи до дослідження трансформації маркетингових комунікацій базуються на трьох взаємопов'язаних концептуальних блоках: цифровізації маркетингових комунікацій, підприємстві в кризових умовах та економіці підприємництва в умовах шокових впливів. Водночас встановлено, що сучасні наукові дослідження трансформації маркетингових комунікацій у контексті цифровізації бізнесу й економіки підприємництва за умов воєнного стану оперують такими ключовими категоріями, як цифрова трансформація маркетингових комунікацій, комунікаційна резилієнтність підприємства та воєнний маркетинговий контекст.

Сформовано триєдину систему наукових термінів, що відображає зміст і логіку трансформаційних процесів маркетингових комунікацій у зазначених умовах, а також розкрито зміст трансформації маркетингових комунікацій у контексті цифровізації бізнесу й економіки підприємництва з урахуванням її економічного ефекту та практичної спрямованості. Наведено успішні українські кейси цифрової трансформації маркетингу, що підтверджують ефективність інтеграції цифрових інструментів у комунікаційну політику підприємств.

Доведено, що сучасна трансформація маркетингових комунікацій у контексті цифровізації бізнесу й економіки підприємства зумовлена синергетичним впливом двох одночасних трансформаційних процесів – воєнного шоку та цифровізації – на систему маркетингових комунікацій українського підприємництва. На цій основі побудовано циклічну модель трансформації маркетингових комунікацій, яка відображає адаптаційні механізми та динаміку змін у комунікаційній діяльності підприємств в умовах воєнного стану.

Перспективи. Подальші дослідження мають бути зосереджені на кількісному оціненні мультиплікаторного ефекту цифрових комунікаційних інструментів, оцінці довгострокових змін у поведінці споживачів та розробці інтегрованих моделей стійкості комунікацій у кризових середовищах.

Ключові слова: маркетингові комунікації, цифровізація, бізнес, економіка підприємництва, воєнний стан.