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AN INNOVATIVE APPROACH TO BUSINESS PROCESSING AS A SOLUTION FOR PROFESSIONAL DEVELOPMENT DURING THE SOCIAL AND ECONOMIC RECOVERY OF THE COUNTRY

The relevance of this research is determined by the need to rebuild Ukrainian enterprises not only through financial support and physical reconstruction, but also through the renewal of business processes, professional competences and management culture under the conditions of war-related disruption and national recovery [1; 7; 10]. The central problem is that many enterprises, especially SMEs, face shortages of resources, labour, managerial capacity and digital maturity, while the recovery agenda requires higher productivity, faster adaptation and stronger integration into European economic standards [7; 10]. The novelty of the article lies in interpreting innovative business processing as an integrated managerial approach that combines process mapping, digitalisation, competence development and continuous improvement within a single mechanism of enterprise recovery. The article aims to substantiate the role of innovative business processing as a practical solution for professional development during the social and economic recovery of Ukraine. The author decides such tasks as to clarify the connection between business process innovation and enterprise resilience, identify the professional competences required for process-based recovery, analyse the Ukrainian recovery context from the perspective of SMEs and digital transformation, and propose an applied model for introducing business processing into enterprise development. The literature review shows that Ukrainian and international studies increasingly connect recovery with private-sector dynamism, SME digital transformation, business process innovation, skills development and cross-border institutional support.

Innovative business processing may be understood as a transition from fragmented operational management to a process-oriented system in which each activity of an enterprise is defined through its purpose, responsible actors, inputs, outputs, digital tools, risks, performance indicators and competence requirements. In the Ukrainian context, this approach is especially important because recovery cannot be reduced to the mechanical restoration of pre-war production, logistics or administrative routines. The strategic aim is to build enterprises that are more resilient, transparent, digitally connected and capable of competing in domestic and European

markets. The Ukrainian SME strategy until 2027 directly emphasises recovery, sustainable development and digital transformation as key priorities for entrepreneurship, which means that business processing must become a managerial bridge between state policy and daily enterprise practice [1]. Process mapping allows managers to identify duplicated functions, weak communication channels, losses of time, dependence on individual employees and areas where digital tools may increase efficiency. For enterprises affected by relocation, damaged supply chains, workforce migration or unstable demand, such mapping becomes a diagnostic instrument for survival and development.

The professional development effect of business processing emerges because every improved process requires new competences from employees, managers and owners. When an enterprise introduces process-based management, workers no longer act only as performers of narrow tasks; they become participants in identifying bottlenecks, describing operations, measuring results and proposing improvements. This changes the meaning of professional development from occasional training to continuous competence formation inside real business activity. For Ukraine, this is crucial because recovery requires not only engineers, builders, IT specialists, accountants and logistics managers, but also employees who can work with digital platforms, understand quality standards, cooperate across teams and adapt to rapid changes. International initiatives such as the Skills Alliance for Ukraine demonstrate that reconstruction requires large-scale qualification and requalification of workers, especially in construction, transport, IT, engineering, healthcare, logistics, agriculture, services and manufacturing [3]. Similar initiatives supported by Italy, France, Poland and the Czech Republic show that the professional recovery of Ukraine is becoming a European cooperation agenda rather than a purely national task [2; 5; 6; 8].

The Ukrainian case also shows that business processing must be closely connected with digital transformation. OECD analysis of Ukraine's digital business transformation stresses that SMEs are the backbone of the national economy and that digitalisation can strengthen resilience, especially when enterprises face limited financial and human resources [7]. However, digitalisation by itself is not sufficient: the introduction of software, CRM systems, ERP modules, e-commerce tools or electronic document management produces sustainable results only when the enterprise has clearly described and optimised processes. Otherwise, digital tools merely reproduce old inefficiencies in a new technological form. For this reason, innovative business processing should begin with a systematic sequence: (1) audit of existing processes; (2) classification of critical, supporting and developmental processes; (3) identification of competence gaps; (4) selection of digital instruments; (5) redesign of responsibilities; (6) implementation of performance indicators; and (7)

regular review. Studies on business process innovation and optimisation in Ukraine confirm that process modelling, simulation and adaptation to external and internal environments can support managerial decisions under uncertainty [4; 9]. This is particularly relevant for enterprises operating in sectors exposed to war risks, disrupted infrastructure, changing export routes and new requirements associated with European integration.

An applied model of innovative business processing for Ukrainian enterprises may include four interconnected blocks. The first block is strategic alignment, where each process is connected with recovery priorities: resilience, productivity, customer value, compliance, export potential, job preservation and social responsibility. The second block is operational redesign, where the enterprise describes key processes such as procurement, production, sales, logistics, customer service, financial control, HR management and risk response. The third block is competence development, where each process is linked to the skills required for its implementation: digital literacy, project management, quality control, communication, data analysis, regulatory awareness and problem-solving. The fourth block is continuous improvement, where employees and managers regularly measure results, document lessons learned and revise procedures. This model is particularly suitable for SMEs because it does not require immediate large-scale investment; it may start with low-cost process mapping, staff workshops, internal mentoring and gradual digitalisation. At the same time, it corresponds to the broader recovery logic identified in international assessments: Ukraine's reconstruction needs require private-sector participation, human capital investment, stronger implementation capacity and a shift towards a more productive economic model [10].

In conclusion, innovative business processing can be considered a practical solution for professional development during Ukraine's social and economic recovery because it connects enterprise resilience, digital transformation and human capital renewal within one managerial framework. Its value lies in the fact that it does not separate organisational efficiency from employee development: every redesigned process becomes a learning environment, and every competence acquired by employees increases the enterprise's ability to adapt, compete and contribute to reconstruction. For Ukraine, this approach is especially important because the country's recovery requires not a return to the pre-war economic structure, but the formation of more flexible, transparent, technologically capable and professionally competent enterprises. Therefore, innovative business processing should be regarded as one of the strategic vectors of managing the socio-economic development of enterprises in the context of global challenges and national recovery.

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