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DIGITAL TRANSFORMATION AND GREEN LEADERSHIP OF FASHION INDUSTRY ENTERPRISES

The role of fashion industry in the formation and development of the economy of Ukraine is extremely significant, as it is one of the key components in the structure of the national economy. Historically, the industry is characterized by significant production and personnel potential. In conditions of martial law, its importance for the country's economy increases significantly. At the same time, in recent years the industry has faced serious challenges caused by military aggression, energy supply disruptions and profound changes in the global economic situation. There are also positive developments in the industry caused by the active development of digitalization, a society's orientation towards sustainable development and environmentalization.

At the present stage, in conditions of full-scale armed aggression against Ukraine, the development of the national military-industrial complex and the expansion of international cooperation between defense enterprises are of particular importance. These processes contribute to the activation of related sectors of the economy that meet the needs of the military-industrial complex, in particular fashion industry enterprises.

As a result of the war, Ukraine's fashion industry underwent significant changes. A significant number of enterprises, primarily in regions with active hostilities, were forced to temporarily suspend production or relocate their facilities to safer areas. In addition, many companies faced personnel difficulties caused by the mobilization of workers. Before the war, over 75% of employees were women, and now this figure has reached over 90%. The enterprises that remained operational have become key suppliers for the Armed Forces of Ukraine [3].

At the current stage of development, the fashion industry of Ukraine has a number of problems. Among them, the leading place is occupied by military operations on the territory of Ukraine, associated with the aggression of the Russian Federation, unfair competition caused by the

presence of smuggled, counterfeit products and second-hand goods on the domestic market. Today, the industry is experiencing an acute shortage of specialists in certain professions, in particular, designers, technologists, mechanics, seamstresses, footwear upper assemblers and others. The high dependence of Ukrainian fashion industry enterprises on the import of equipment, raw materials and materials also remains a significant problem.

In addition, today the world is experiencing an aggravation of the environmental crisis, an increase in the number of global environmental problems, such as global warming, climate change, biodiversity loss, pollution of the world's oceans, soils, and air [1].

To eliminate the above-mentioned problems at fashion industry enterprises, the so-called dual transition is needed, which involves their digital and green transformation. The dual transition will be able to ensure the successful functioning of fashion industry enterprises in the modern globalized market. The purpose of its implementation is a comprehensive combination and simultaneous implementation of digital technologies and ensuring green leadership at fashion industry enterprises.

Green transformation of fashion industry enterprises involves the transition to responsible production and consumption models aimed at reducing the negative impact on the environment. It is based on the dominance of the principles of slow fashion, which is focused on improving the quality, durability and ethics of products. An important role in this process is played by the active introduction of biotechnology, as well as freecycling, upcycling and recycling practices, which contribute to the rational use of resources and the reduction of waste. In addition, green transformation involves the integration of modern technological solutions aimed at optimizing production processes and increasing the environmental efficiency of enterprises.

Digital transformation of fashion industry enterprises, in turn, ensures the implementation of innovative approaches to the creation and sale of products. It opens up opportunities for personalization and individualization of goods in accordance with consumer needs, the development of e-commerce and comprehensive digitalization of business processes. The use of artificial intelligence, 3D scanning and 3D printing technologies, as well as virtual and augmented reality (AR/VR) tools is becoming increasingly widespread, allowing to optimize the design, production and presentation of products and increase the competitiveness of enterprises in the market.

Digital fashion is one of the most progressive trends in the fashion industry and encompasses the creation, display and use of clothing, shoes and accessories that exist only in a virtual environment. According to statistics, 9% of customers in developed countries buy new clothes only to take a photo for social networks and then return it [4]. The solution to this problem has been provided by innovative digital technologies that have become firmly integrated into the fashion industry. Digital design specialists develop virtual fashion industry products that function in social networks, gaming platforms, metaverses and AR/VR spaces. These objects have no material form and exist only in a digital environment, where they can be used for images, avatars and characters. If the digital sample is successfully implemented, its subsequent physical production is possible. Digital fashion is extremely environmentally friendly. Compared to physical fashion, digital clothing emits 97% less carbon dioxide during production and requires absolutely no water [4]. Digital fashion is a very promising trend that needs to be developed further [2].

Thus, the fashion industry of Ukraine is a multi-sectoral sphere, the activity of which covers various segments of the national economy, since it produces both consumer goods and industrial products. In conditions of martial law, the industry acquires a special strategic role, providing the Armed Forces of Ukraine and other law enforcement agencies with high-quality uniforms, contributing to the preservation of employment and the formation of state budget revenues through tax revenues. The results of the study indicate that in modern economic conditions, in order to maintain competitiveness and ensure sustainable development, fashion industry enterprises need to implement a double transition, combining environmentally friendly approaches with digital transformation processes.

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