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CRISIS MANAGEMENT IN THE FOREIGN ECONOMIC ACTIVITIES OF AN ENTERPRISE: PRINCIPLES OF FORMING A SECURITY ENVIRONMENT

УПРАВЛІННЯ КРИЗОВИМИ СИТУАЦІЯМИ У ЗОВНІШНЬОЕКОНОМІЧНІЙ ДІЯЛЬНОСТІ ПІДПРИЄМСТВА: ЗАСАДИ ФОРМУВАННЯ БЕЗПЕКОВОГО СЕРЕДОВИЩА

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The study is aimed at providing a systematic substantiation of the relationship between crises in the sphere of foreign economic activity and the state of an enterprise's security environment. It also proposes a conceptual model for crisis management under conditions of war and global instability. A matrix for assessing the impact of the most typical crises – including military, energy-related, financial-currency, informational, and human resource crises – has been developed. The matrix evaluates their influence on the core components of an enterprise's security environment, namely: economic, personnel, informational, technogenic, and reputational security. Based on this analysis, the paper develops a conceptual model of crisis management in the context of foreign economic activity, which incorporates three key managerial levels: diagnostics, response, and security environment formation. The model operates as a closed management loop, reinforcing the continuous adaptation of the enterprise to emerging threats. The results of this study have practical relevance for designing corporate security strategies, assessing enterprises' preparedness for crisis challenges, and formulating evidence-based approaches to enhancing the economic resilience of enterprises and critical infrastructure entities within the global environment.

Keywords: crisis management, foreign economic activity, economic security, security management, security environment, threats, risks.

Дослідження спрямоване на системне обґрунтування взаємозв'язку між кризовими ситуаціями у сфері зовнішньоекономічної діяльності та станом безпекового середовища підприємства, а також на розробку концептуальної моделі управління кризами в умовах війни та глобальної нестабільності. Обґрунтовано актуальність проведення наукової розвідки з огляду на потребу чіткого розмежування понять «управління кризовими ситуаціями», «безпековий менеджмент», «економічна безпека» та «безпекове середовище», оскільки їх семантична близькість ускладнює визначення управлінських інструментів і практичних рішень. Здійснено контент-аналіз та теоретичну реконструкцію функціональних зв'язків між зазначеними категоріями безпекознавства, що дозволило уточнити їх зміст, ключові відмінності та взаємозв'язки у науковому вимірі. Проведено класифікацію кризових ситуацій у ЗЕД за низкою критеріїв (джерело виникнення, прогнозованість, масштаб, тривалість дії, природа), що створює передумови для розбудови системи ризик-орієнтованого управління підприємствами. Сформовано матрицю оцінки впливу найбільш типових криз (воєнних, енергетичних, фінансово-валютних, інформаційних, кадрових) на ключові компоненти безпекового середовища підприємства (економічну, кадрову, інформаційну, техногенну, репутаційну безпеку). Розроблено концептуальну модель управління кризами у сфері ЗЕД, яка передбачає три рівні управління – діагностику, реагування та формування безпекового середовища – її функціонує як замкнений управлінський цикл. Запропонована модель є масштабованою, адаптивною до умов війни та враховує мультивимірність сучасних загроз, забезпечуючи поєднання превентивних, реактивних і стратегічних підходів

до управління системою безпеки підприємства. Результати дослідження мають практичне значення для розробки корпоративних стратегій безпеки, оцінки готовності підприємств до кризових викликів та формування науково-практичних підходів до забезпечення економічної стійкості підприємств і об'єктів критичної інфраструктури у міжнародному середовищі.

Ключові слова: кризове управління, зовнішньоекономічна діяльність, економічна безпека, управління безпекою, середовище безпеки, загрози, ризики.

Statement of the problem. The operational environment of modern Ukrainian enterprises engaged in foreign economic activity is characterised by high dynamism, significant uncertainty, and elevated risk. Constant shifts in global economic trends, currency and financial fluctuations, politico-legal conditions, and logistical constraints considerably complicate the management of international operations. These challenges have been exacerbated by the full-scale military invasion of the Russian Federation, which not only intensified the adverse impact of these factors but also created additional threats to the stability of foreign economic relations and the effective functioning of enterprises.

In the context of escalating systemic threats and global crises, the need for the development of modern scientific approaches to crisis management in the sphere of foreign economic activity has become increasingly urgent. Such approaches must integrate the tools of security management and risk-oriented governance. Ineffective managerial decisions in this area can result in the loss of international markets, financial losses, contract disruptions, supply chain blockages, cyberattacks, partner withdrawal, and reputational damage. Collectively, these factors shape a hazardous environment for enterprises operating at the international level.

At the same time, timely, well-grounded, and adaptive managerial decisions can significantly enhance the level of economic, currency-financial, logistical, informational, and reputational security of enterprises, thereby laying the foundation for the formation of a resilient security environment in foreign economic activity.

Accordingly, crisis management in enterprises' foreign economic operations performs a dual function: on the one hand, it serves as a mechanism for preventing and neutralizing threats arising within global supply chains and financial flows; on the other hand, it acts as an instrument for shaping and sustaining the enterprise's security environment in international markets.

This highlights the relevance of scientific inquiry aimed at identifying the interconnections between managerial decisions in the sphere of crisis management of foreign economic activity and the state of enterprises' security environment, which constitutes an important scientific and practical challenge for contemporary economic research.

Analysis of recent research and publications. In recent years, the academic community has devoted considerable attention to examining

the challenges of ensuring economic and organizational security of enterprises under conditions of intensifying internal and external threats. These issues have gained particular relevance in connection with the transformation of the conditions for conducting foreign economic activity (FEA), driven by globalisation processes, the destabilisation of international markets, disruptions to supply chains, and currency fluctuations. The full-scale military invasion of the Russian Federation has caused profound structural changes in enterprises' risk profiles, further amplifying uncertainty in the sphere of FEA and reinforcing the demand for new scholarly approaches to crisis management.

A significant contribution to the development of theoretical and methodological foundations for shaping the enterprise's security environment has been made by Franchuk V., Pryhunov P., Melnyk S., Hobela V., and other scholars [1; 3; 16]. They conceptualize the security environment as a complex category encompassing financial, organizational, legal, informational, and international aspects of enterprise activity. In the domain of business risk assessment—factors that pose threats to economic security – the works of Hnylytska L., Nakonechna N., and co-authors [2] are particularly noteworthy, as they established methodological foundations for creating security-oriented models of enterprise management.

Substantial scholarly attention has also been directed toward investigating the transformation of economic and logistical threats during wartime, as reflected in the studies of Faifer S., Ryzhkov S., D'omin S., Vasiutkina N., and Vatashchuk V. [5; 13; 15]. Their works emphasize the necessity of considering multidimensional risks when designing strategies for crisis management in international trade. The systematization of crises and their impact on the economic, financial, and informational security of enterprises has been carried out in the works of Kovalchuk I., Myskiv H., Lebedieva T., and Zhovnerchuk V. [10; 12; 11], the findings of which provided the basis for constructing matrices to assess the impact of crises on key components of the security environment.

Theoretical principles of security management as an integrated system of risk and crisis threat governance have been explored in the research of Haidai N. [6], and further generalized in the context of corporate resilience in the works of Hobela V., Zhyvko Z., Leskiv H., and Melnyk S. [7; 8]. Other scholars, such as Karkovska V., Khomyn R., Yakymets M., and Sudomyr N. [9], have undertaken detailed analyses of the destructive influence

of crises on enterprise activity, offering deeper insights into the nature of threats within the sphere of foreign economic activity.

Highlighting previously unresolved parts of the overall problem. Despite the substantial body of scholarly contributions, a number of aspects remain insufficiently explored. In particular, there is a lack of comprehensive research on the integration of crisis management and security management within the framework of foreign economic activity, taking into account the specificities of international contracts, currency risks, and transnational supply chains. Equally pressing is the need to develop scalable models of security strategies in the sphere of foreign economic activity and to adapt them to the conditions of protracted warfare and global economic instability. These gaps underscore the relevance of the present study, which is aimed at designing a conceptual model of crisis management in enterprises' foreign economic operations as a mechanism for shaping a resilient security environment.

Setting the task. The purpose of this research is to systematically substantiate the relationship between crisis management in foreign economic activity and the formation of the enterprise's security environment, and to develop a conceptual model for managing crises in the context of international operations during wartime instability. To achieve this purpose, the following research objectives have been formulated:

- to reveal the essence and interrelation of the concepts of "crisis management", "security management", "security environment", and "foreign economic security" based on theoretical analysis;
- to systematise and classify the types of crises affecting enterprises' foreign economic activity under conditions of prolonged wartime and global instability;
- to build a matrix of the impact of crises on the components of the enterprise's security environment, considering external economic risks;
- to propose a conceptual model of crisis management within the sphere of international operations that ensures the holistic formation of the enterprise's security environment;
- to justify the necessity and advantages of integrating crisis management and security management as a strategic mechanism for protecting the enterprise's foreign economic activity and ensuring sustainable development in a turbulent environment.

Summary of the main results of the study.

The academic literature reveals a significant terminological proximity between the concepts of crisis management and security management, as well as between foreign economic security and the broader category of the security environment. Within the context of foreign economic activity (FEA), this distinction is particularly important, since crises in international trade tend to be multidimensional,

combining economic, financial, logistical, political, and legal risks.

Clarifying the distinctions among these categories enables a more precise placement of crisis management within the overall security management framework. It also demonstrates that foreign economic security is only a component of a broader construct – the enterprise's security environment. This approach lays the groundwork for developing systemic managerial decisions aimed at ensuring enterprise resilience amid international competition, exchange rate volatility, and geopolitical disruptions.

Security management is viewed as an integrated and systematic approach to ensuring the protection of an enterprise from both internal and external threats. It entails the planning, organizing, motivating, and controlling of managerial actions directed at risk minimization and the formation of secure operating conditions for the organization [1]. Recent domestic research emphasizes that the effectiveness of security management largely depends on its ability to integrate financial, organizational, and foreign economic dimensions into a single adaptive governance system [2].

Crisis management (CM) in the FEA context is interpreted as a complex of managerial decisions and measures encompassing risk forecasting, rapid response to crisis events, restoration of functional resilience, and mitigation of negative impacts on the enterprise [3; 4]. Functionally, CM is considered a structural component of the security management system, focused on ensuring the enterprise's operational endurance under crisis conditions in the international environment.

The integration of CM into the broader framework of security management establishes prerequisites for forming a holistic enterprise security environment capable of adapting to global market shifts and absorbing multidimensional risks. Such an approach is essential for maintaining the sustainability of business models oriented toward international cooperation, enabling firms to minimize the consequences of financial, logistical, and geopolitical crises inherent in modern foreign trade.

The security environment is defined as a set of conditions that ensure the protection, resilience, and growth potential of an enterprise, even in the presence of internal and external threats. It encompasses all forms of security – economic, financial, social, environmental, informational, and technogenic – and provides an integrated foundation for effective risk management [1].

Under conditions of active foreign economic engagement, the security environment acquires additional complexity. Interaction with international partners, currency markets, customs authorities, and transnational regulatory institutions expands the spectrum of risks, necessitating a comprehensive approach to safeguarding business operations.

Economic security plays a central role within the security environment, as it ensures financial stability, investment attractiveness, competitiveness, and autonomy of the enterprise in a global economic context [6; 7]. However, economic security should not be conflated with the broader concept of the security environment. Rather, it should be seen as a functional component that is tightly interconnected with other types of security. Financial sustainability in FEA requires coordinated interaction with informational, legal, reputational, and technogenic security dimensions, forming a comprehensive model of corporate protection.

To enhance theoretical clarity regarding the relationships among the core categories of modern security studies, it is advisable to visualize their functional and semantic distinctions. This facilitates the identification of the role of crisis management within the architecture of security management and highlights the place of economic security within the broader framework of an enterprise's security environment (fig. 1).

As illustrated in the figure, the concept of crisis management (CM) is conceptualised as a functional subsystem within the enterprise's security management architecture. It primarily performs a reactive role, aimed at identifying, localising, and mitigating the negative consequences of crisis phenomena that arise during enterprise operations,

particularly within the domain of foreign economic relations.

In contrast, the security environment is shaped as an integral outcome of implementing strategic and operational managerial decisions. These decisions encompass various components of corporate security, including economic, human resource, informational, legal, reputational, and other domains. Together, they ensure stability, resilience, and continuity of the enterprise's functioning and development, especially under conditions of escalating global risks and external uncertainties.

As a result of comprehensive theoretical analysis, a conceptual matrix has been developed that reflects the systemic, functional, institutional, and synergistic interrelations among the following core categories: crisis management, security management, foreign economic security, and the enterprise's overall security environment.

This matrix serves as a framework for understanding the dynamic interactions and hierarchical roles of these categories within an integrated model of enterprise resilience, especially under the influence of multifactorial crises in global economic systems (fig. 2).

This type of visualization not only clearly outlines the logical interconnections between key conceptual categories but also defines their hierarchical order and functional roles in shaping a stable

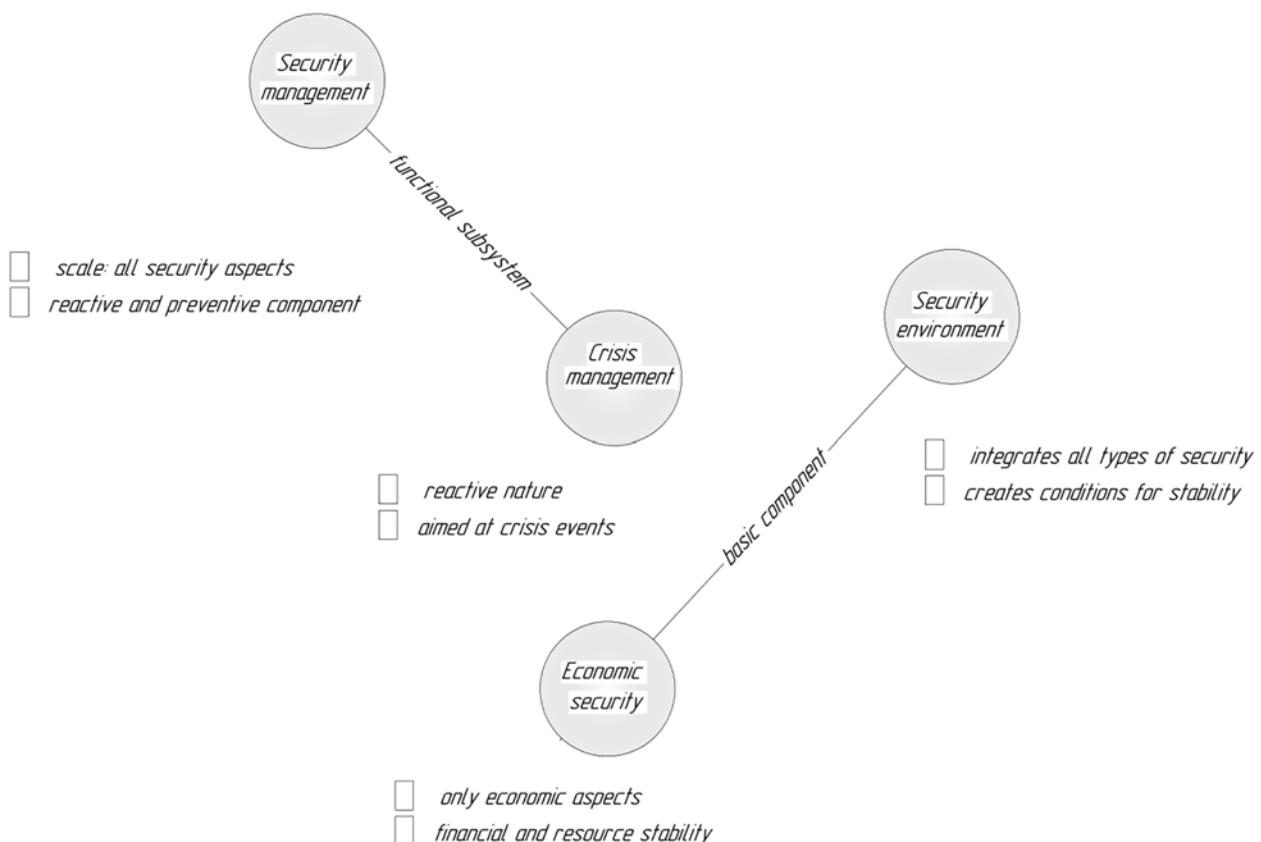


Figure 1. Conceptual mapping of relationships and distinctions between concepts

Source: developed by author

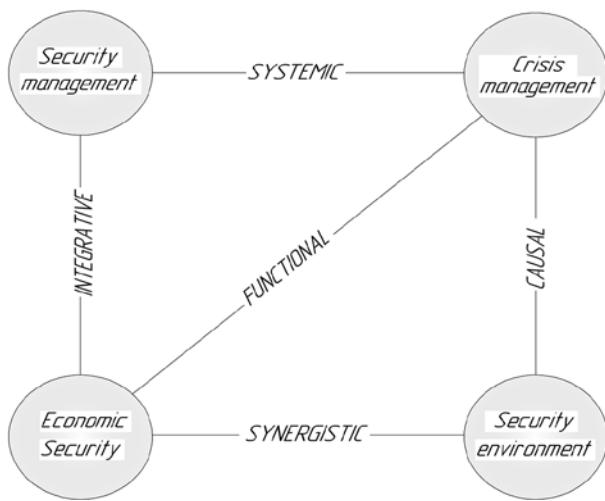


Figure 2. Conceptual matrix of interconnections between crisis management, economic security, and the security environment

Source: developed by author

security environment for the enterprise, particularly in the context of active participation in foreign economic activity (FEA). Such an approach provides the foundation for a systematic assessment of risks arising from both internal and external sources and enhances the effectiveness of managerial decision-making under crisis conditions.

Based on an analysis of scholarly literature, enterprise strategic documents, and current analytical reports, it has been established that, under war-related circumstances, the most critical types of crises impacting the security environment of enterprises engaged in FEA include:

- military-political crises – direct consequences of armed conflict, including destruction of production and logistics infrastructure, port blockades, loss of external sales markets, and termination of international contracts;
- energy crises – large-scale power outages, resource shortages, and disruptions in logistics continuity;
- human resources crises – outflow of highly skilled personnel, mobilization of key staff, evacuation of employees, and heightened levels of psychological exhaustion;
- cyber threats and information risks – targeted cyberattacks on IT infrastructure, disruption of FEA-related communications, and breaches of sensitive information;
- financial and economic shocks – sharp fluctuations in currency exchange rates, declining demand in global markets, reduced export revenues, and restricted access to external financing.

In light of these challenges, there arises an urgent need to develop a methodological approach to designing a conceptual model for crisis management in the sphere of foreign economic activity. Such a model, embedded within

the framework of security management, must not only reflect the interrelations between managerial actions and security elements but also systematically explain the transitional logic from threats to decision-making.

Drawing on current academic approaches, the model should be grounded in three core principles:

The “threat → consequence → managerial response” logic – enabling decisions based on causal analysis;

A systemic approach – addressing economic, informational, technological, HR-related, and reputational security in an integrated manner;

A managerial cycle of assessment – response – monitoring – adaptation, ensuring both flexibility and resilience of the system amid high environmental turbulence.

Building upon the previous analytical sections, an original conceptual model has been developed, comprising three structural levels (table 1).

The proposed model functions as a closed-loop system, in which the security environment itself influences the organization's capacity to respond to emerging threats. This recursive dynamic ensures continuous adaptation and feedback, reinforcing the system's resilience under volatile conditions.

The model of enterprise security environment formation introduced in this study is distinguished by a set of innovative methodological features that determine both its theoretical significance and practical applicability:

– integration: The model consolidates the principles of crisis management and security management within a unified managerial paradigm. This integration ensures the coherence and consistency of decision-making processes under crisis conditions, promoting holistic responses to multidimensional threats.

– scalability: The framework incorporates both micro-level (enterprise-specific) and macro-level (sectoral, regional, or critical infrastructure-related) threats. This multi-level adaptability enables the model's application not only at the level of

Table 1
Conceptual model levels

Level	Components	Tasks
1. Diagnosis	Identification of crisis threats, sensitivity analysis, threat classification	Situational Awareness
2. Response	Making management decisions, forming crisis scenarios	Resource Mobilization
3. Environment shaping	Institutional, personnel, financial and information security measures	Creating a Sustainable Security Environment

Source: developed by author

individual firms but also within broader economic and infrastructural systems.

– cyclical: The model anticipates a feedback mechanism between implemented crisis-response actions and the evolving security performance of the enterprise. This reinforces its processual nature, allowing for dynamic adjustments based on outcomes and shifts in the risk landscape.

– adaptability: It takes into account the operational specificity of enterprises functioning under prolonged armed conflict, multidimensional uncertainty, and hybrid threats. This ensures the model's contextual relevance and enhances its effectiveness in addressing the complexities of modern external economic activity.

Conclusions. The conducted research has clearly delineated the interdependencies among the examined concepts within the framework of the enterprise economic security system, particularly in the context of foreign economic activity (FEA). A typology of crises relevant to enterprises operating under wartime conditions and in global markets has been developed, alongside the construction of an assessment matrix illustrating their impact on the key components of the security environment.

The findings indicate that military, energy, currency-financial, and informational crises exert the

most destructive influence, generating a domino effect throughout the enterprise security system. At the same time, the study confirms the increasing importance of information security in maintaining international reputational stability, protecting digital infrastructure, and supporting trusted partnerships within FEA.

A conceptual adaptive model for crisis management has been proposed, integrating diagnosis, response, recovery, and the development of a security environment into a single, unified management cycle. The model is based on the principles of systematicity, scalability, and the integration of crisis and security management, accounting for the multidimensional risks of FEA and ensuring the logical sequence of managerial actions amid protracted military conflict and global turbulence.

Future studies should focus on the quantitative validation of the proposed model using real-world enterprise data from companies engaged in foreign economic operations. Further work is also needed to develop sensitivity indicators for crisis threats in FEA and to adapt the model at the national level, particularly within the context of building a national security environment and strengthening Ukraine's economic resilience in international markets.

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