

ADAPTING ENTERPRISE ECONOMIC SECURITY MANAGEMENT MECHANISM TO WARTIME RISKS THROUGH THE PRISM OF PROJECT MANAGEMENT

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Abstract. Research by modern scientists in the field of security science problems demonstrates that the algorithms of Ukrainian enterprises' activities have undergone significant changes in the realities of wartime. The feasibility of using a project approach to fulfil strategic tasks of business development in conditions of uncertainty and risk has been proven, in particular for the formation of a modern mechanism for managing economic security. It is assumed that the traditional functional elements of the economic security mechanism (human, financial, material, legal, information) should be supplemented with a digital component, and risk management should be integrated into all business processes. The most tangible risks of wartime for the activities of enterprises include a decrease in the quality of intellectual and human resources, a decrease in the level of financing and sources of financial income, the destruction of assets due to enemy attacks, the narrowing of partnership ties, a decrease in the quality of products/services, labor productivity, and the inability to predict strategic business development guidelines with a high level of reliability. Modernization of the economic security management mechanism requires additional costs, but inaction in this matter is no longer possible for those enterprises that seek to survive in wartime conditions. The disadvantages of the existing mechanisms are proposed to be the low level of employee motivation, the residual principle of security financing, and the identification of the state of economic security only with the physical protection of resources. The article proposes directions for modernization of the enterprise's economic security management mechanism, in particular, the use of a project approach, the creation of a digital ecosystem, constant monitoring of security-oriented measures, revision of motivational policy in personnel management, integration of security goals into the general business development strategy, increasing the level of digital literacy of security-oriented management entities, continuous monitoring of competitors' activities, which will allow economic security management specialists to flexibly respond to the challenges of wartime. The stages of developing an economic security management mechanism based on project management principles are proposed, such as team formation, risk assessment, resource planning, and KPIs for those performing security tasks.

Keywords: economic security, economic security management mechanism, risks, war, enterprises, project, project approach, project management.

JEL Classification: D81, M21, H56

Formulas: 0; **fig.:** 2; **tabl. 0;** **bibl.:** 22

Introduction. The full-scale invasion of the aggressors into the territory of Ukraine, which has been going on for over three years, has significantly changed the conditions for the functioning of enterprises. Factors such as air strikes, power and water supply disruptions, destruction of routes and logistics chains for the supply of raw materials, materials, components to enterprises and goods to the end consumer, destruction of critical infrastructure facilities, a state of constant tension and anxiety for their own lives, in which employees of business entities located in the territory of Ukraine are, have led to a significant decrease in the level of their economic security. New types of threats associated with the possibility of occupation of the territory, uncertainty of being in front-line territories and appropriation of company assets by foreign invaders, cyberattacks and attempts to paralyze the functioning of state and private bodies and structures, ineffective performance of duties by employees of enterprises due to constant stress and forced breaks to move to safe places - actually paralyze the normal work of economic entities. In addition, new types of risks require an increase in the number of management efforts, as well as resource provision for security-oriented measures, which, in conditions of limited funding and constant growth of costs due to inflation, the top management of Ukrainian companies cannot afford. Therefore, with the unchanged volume of corporate resources or even a decrease in their number in the future, management personnel must find opportunities for optimizing and modernizing the mechanisms for managing the economic security of enterprises, find and use all possible intellectual and managerial reserves to increase the level of their functional capacity to effectively counteract not only traditional, but also new risks to the state of financial and economic activity of modern business.

Literature Review. In modern scientific literature, the theoretical foundations for forming the organizational mechanism of economic security management for enterprises and institutions of various economic activities are thoroughly described (Borovyk, Zaporozhets, & Voloshan, 2023; Zaiachkivska & Mamchur, 2024; Tkachenko, 2022; Yunatskyi & Hrebenuik, 2019). The focus of scholars also includes problematic aspects of the effective financial security management mechanism in the system of business planning for innovation-oriented enterprises amidst digitalization and economic challenges (Vdovenko, Ovcharenko, Huk, & Babii, 2023). Overall, researchers in security studies agree that the theoretical and methodological aspects of forming an enterprise's economic security management mechanism at both tactical (Hutnichenko, 2024) and strategic levels require review, updating, and modernization (Vdovychenko & Volosiuk, 2020).

Since an enterprise's economic security management mechanism must comprehensively cover all subsystems of its economic security system, problems with its functional capacity can arise in various areas. For example, in the realm of personnel security, this is particularly relevant for Ukraine's current realities, as the country experiences a persistent trend of human capital and intellectual resource loss (Zachosova, Kovalenko, & Kutsenko, 2022). Methodological issues concerning the functioning of the economic security management mechanism are also noticeable in the scientific sphere, particularly the need to modernize and supplement methodological approaches to assessing and analyzing the effectiveness of an

enterprise's financial and economic security management mechanism (Kolisnichenko, Ushenko, & Tereshchenko).

Arguments for using a project-based approach to form an enterprise's economic security mechanism are increasingly found in professional scientific publications. This approach would allow for expanding the practical application of flexible security-oriented management tools (Liubokhynets, 2021). Factors emerging at the macro level, under conditions of dynamic and structural changes in Ukraine's national economy, hold significant importance for the effectiveness of the economic security management mechanism at the micro level (Moroz, 2024; Pushak & Trushkina, 2023).

Aims. The purpose of the study is to search for and specify the directions of modernization of the enterprise's economic security management mechanism under the influence of wartime risks. To implement the set goal, it is necessary to perform several important tasks, in particular: to specify the risks that are most tangible and influential in wartime conditions for the processes of formation and functioning of the economic security management mechanism; to establish and generalize the possibilities of using a project approach to developing an enterprise's economic security management mechanism; to clarify and streamline the directions of modernization of the enterprise's economic security management mechanism under the influence of wartime risks.

Methodology. The results obtained during the study are based on the use of such scientific methods as analysis and synthesis, which allowed to decompose the economic security management mechanism into separate components, to specify the risks of wartime and assume their probable impact on each functional component of such a mechanism, as well as to generalize the conclusions obtained in order to formalize a comprehensive idea of the possibilities of modernization of the mechanism of economic security management of the enterprise. Using the induction method, individual assumptions regarding the impact of war risks on the state of economic security of the enterprise were generalized in order to outline the general features of security-oriented management of enterprises in wartime. The deduction method helped to move from general theoretical provisions on economic security management to specific directions of modernization of the mechanism of management of its state under the influence of war risks. The comparative method was useful when comparing approaches to the formation of economic security management mechanisms in peacetime with those used for business entities that have experienced the impact of wartime threats. Historical and logical methods of scientific research were widely used when studying professional literature that lays down the theoretical and methodological foundations of enterprise economic security management and in the process of substantiating conclusions regarding current directions for the modernization of approaches to the formation and functioning of the enterprise economic security management mechanism.

Results. Ukrainian enterprises' operational algorithms have significantly changed due to wartime trends and threats (Karpenko & Turovets, 2024; Chut, 2023). For businesses across various economic sectors, particularly those in critical infrastructure, managerial challenges are especially acute, requiring responses from leadership and financial and economic security specialists (Oriekhova & Kiiakh, 2024; Zakharchyn & Zachko, 2024). The level of destruction to Ukraine's logistics infrastructure, especially

in the eastern and southern regions, necessitates new focuses in security-oriented management for businesses that are part of or actively use this structure (Mytsko & Zachko, 2024; Kotvytska, Kovalskyi, & Velykan, 2024).

New management approaches have emerged in various spheres of economic life and modern business development. For example, project management is gaining popularity for executing strategic business development tasks, especially in conditions of uncertainty and risk (Petrenko, 2024). These changes have been particularly notable and significant in human resource management across companies in various industries affected by wartime risks. This includes developing strategies for managing personnel efficiency and productivity during crisis challenges and martial law (Rosokha, Korotych, & Tytska, 2025), exploring opportunities for human-centric personnel management in Ukrainian enterprises as a method to counter wartime challenges (Verbova, 2024), considering personnel security aspects when managing teams in wartime realities (Zachosova, 2024), and seeking opportunities to improve enterprise functioning and personnel motivation under martial law (Potiomkin, 2023).

The economic security management mechanism has a complex structure. In modern realities, it's advisable to add a digital component to its traditional functional elements, such as intellectual-personnel, financial, material, technical-technological, legal, physical, information, and interface subsystems for economic security. Furthermore, risk management elements, including identification, ranking, assessment, analysis, and risk minimization, should be integrated into all management processes. The most tangible and influential wartime risks for the processes of formation and functioning of the economic security management mechanism as of the beginning of 2025 are:

- reduction in the quality of the human resource of enterprises;
- reduction in the number of sources and opportunities for attracting financial resources;
- destruction of the physical integrity of assets;
- narrowing of the circle of partnerships;
- reduction in the quality of products and services produced/provided in wartime conditions;
- reduction in the level of labour productivity;
- suppression of innovative processes and entrepreneurial initiatives;
- reduction in demand and purchasing power of the population"
- cyberattacks and violation of the integrity of information resources, their use for destructive purposes for business;
- reduction in state support for business;
- inability to predict the prospects and guidelines for the strategic development of entrepreneurial activity;
- spread of fake information and increasing the level of information noise in the economic space;
- unsuccessful decisions regarding the digital transformation of business processes;
- inefficient use of remote employment opportunities;
- low level of motivation of enterprise employees.

In the context of the spread of trends in the digitalization of economic relations and processes, financial and economic security specialists must use the latest technologies, forms, methods, techniques, and creative management approaches to ensure the functioning of economic security in order to counteract internal and external threats to the development of an industrial enterprise (Tkachenko, 2022). The project approach can be the answer to the request of modern business to build a flexible mechanism for managing economic security (Fig. 1).

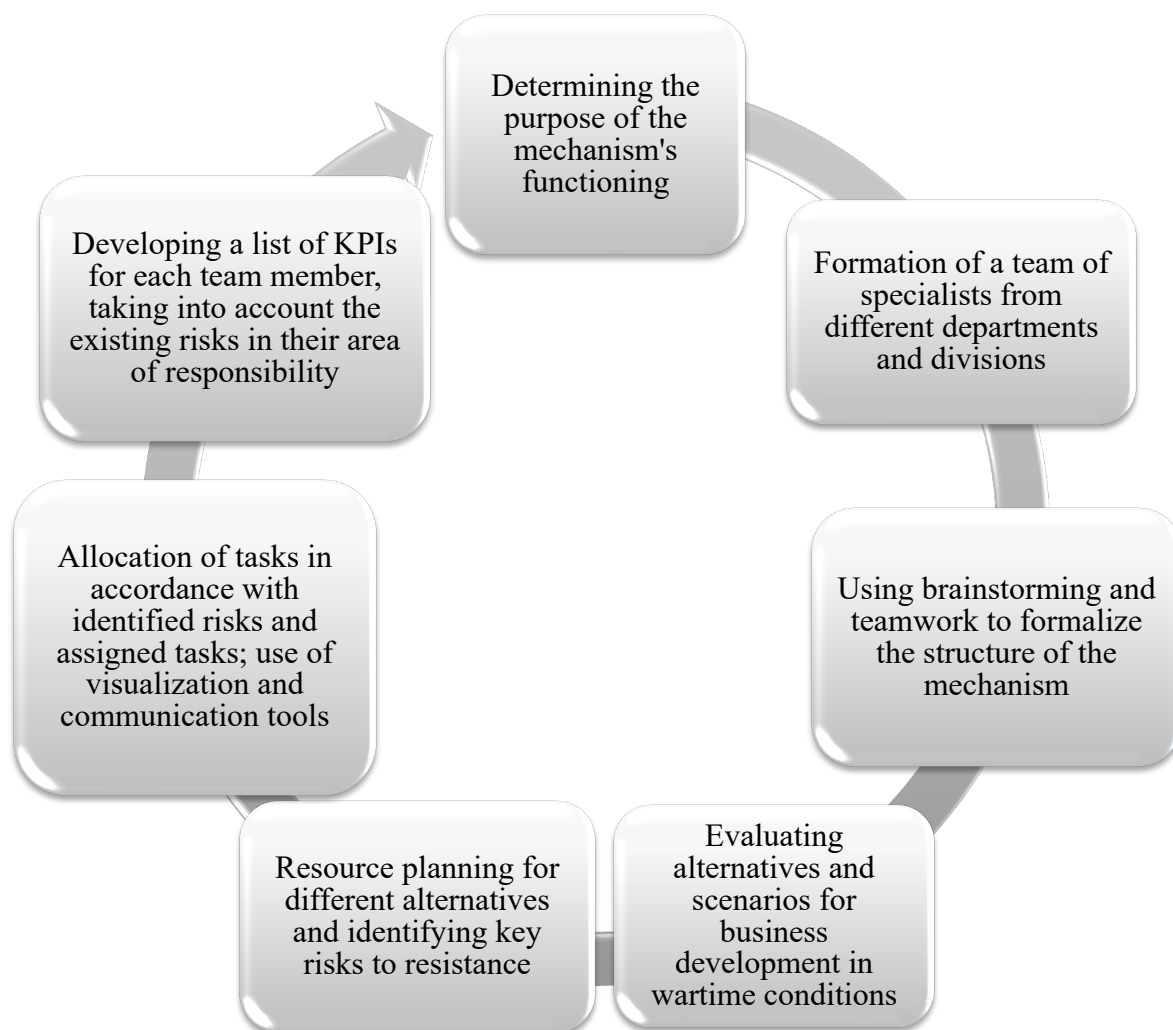


Figure 1. Project approach to developing a mechanism for managing the economic security of an enterprise

Source: developed by the author

The fundamental difference between the project approach and the traditional method of forming an economic security management mechanism at domestic enterprises is its lack of “binding” to the functioning of a specific department or unit in the company’s structure. Involving representatives and specialists from different departments and units allows for a high level of professionalism in performing security-oriented management tasks in various areas: personnel, information, digital, legal, etc. At the same time, specialists do not abandon their main responsibilities and the enterprise does not need to spend additional resources and time searching for candidates to fill their positions. However, a caveat to using such an approach may be

the emergence of overloading of employees with new responsibilities and tasks within the framework of their participation as subjects of the economic security management mechanism, therefore, company management should carefully assess the efforts that employees will make to ensure the economic security of the enterprise, including in material terms, by introducing bonuses or increasing their salaries.

Discussion. To build an effective mechanism for managing the economic security of an industrial enterprise in a competitive paradigm and under the influence of war risks, it is necessary to take into account the peculiarities of the functioning of the enterprise, its field of activity, competition, the size of the enterprise and the stage of its life cycle, production structure, innovation orientation, management structure at the enterprise, development of corporate culture, specifics of activity and location, etc. (Tkachenko, 2022). In front-line regions, security management should be aimed at the rational expenditure of economic resources to ensure the physical protection of the enterprise's assets and employees. In particular, an important socially oriented element of the culture of security-oriented management should be the construction of shelters, the arrangement of safe places and providing employees with the opportunity to place their family members, for example, children, in them while performing their official duties during the working day, provided that an air raid alert is declared.

The shortcomings of existing economic security management mechanisms, which do not allow them to effectively perform their tasks under the influence of wartime risks, are the low level of employee motivation, financing of security-oriented measures on a residual basis, insufficient level of awareness by company management of the role of economic security for business development and its identification with the physical protection of corporate resources. It is interesting to note that the last outlined problem has very deep theoretical, methodological and applied roots, and has been observed in business practice for a long time. Despite the large number of scientific publications in which scientists try to dispel this contradictory and erroneous impression that economic security is exclusively the physical protection of material resources of companies from their destruction, loss, damage, inefficient use, etc., this line of thought is still characteristic of many top managers, but is unsuitable for forming an effective vision of economic security management in the conditions of digitalization and integration of Ukraine into the European space, which is characterized by significantly broader horizons of perception of the problem of ensuring economic security, taking into account existing regulations, policies and standards.

Fig. 2 summarizes the directions of modernization of the mechanism of economic security management of an enterprise under the influence of wartime risks.

The proposed directions are debatable, since any restructuring or transformation requires additional expenditure of resources, which domestic enterprises currently do not have. At the same time, it cannot be denied that business activity in peacetime and its functioning under the influence of war risks are two completely different processes, primarily in the personnel sphere. The impact of wartime on the state of personnel security is the most powerful and destructive, and it is the work of the company's management with its personnel that can become both an additional competitive advantage for it and another risk to the level of its economic security.

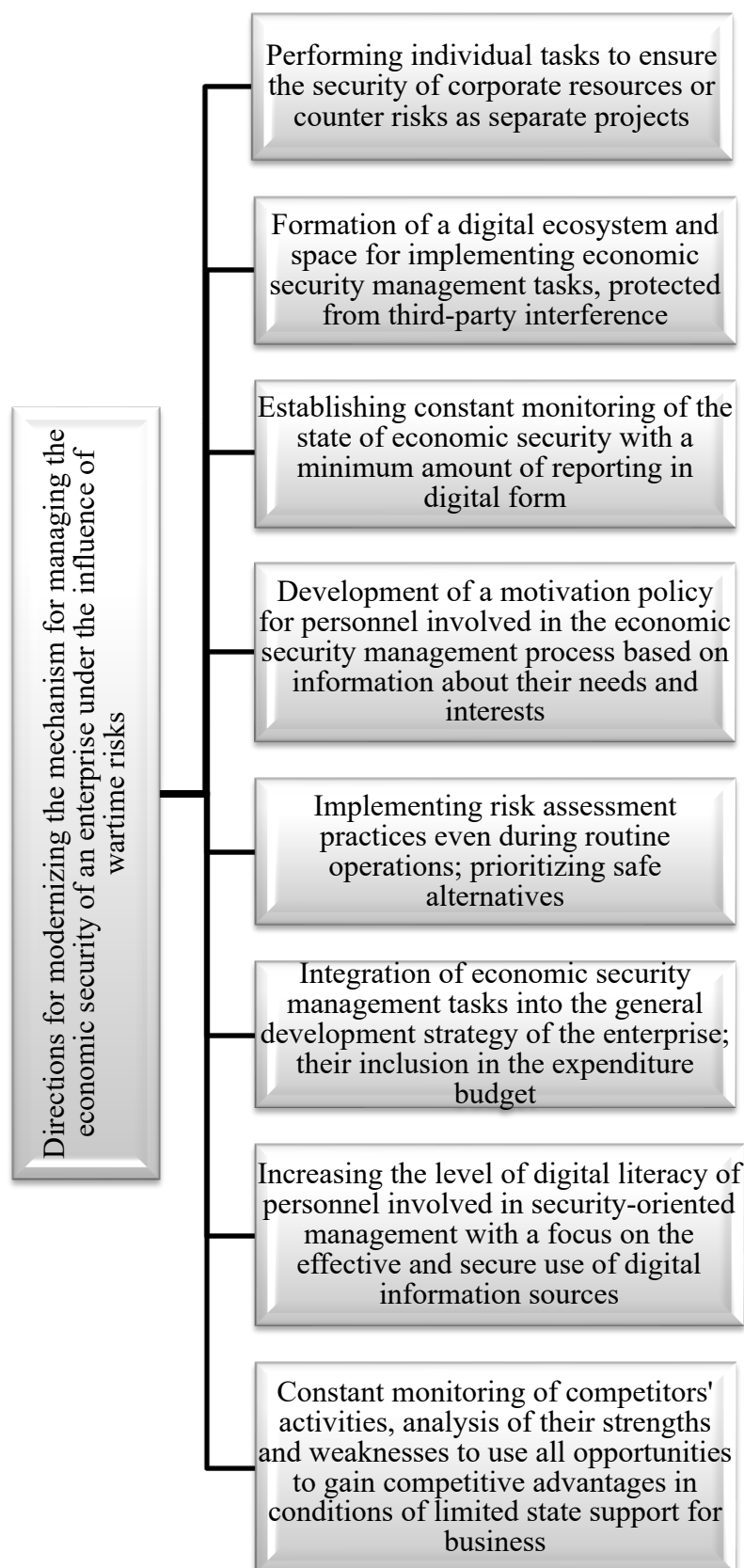


Figure 2. Directions for modernizing the mechanism for managing the economic security of an enterprise under the influence of wartime risks

Source: developed by the author

The behavior of personnel in the process of performing professional tasks and duties determines the rationality of the expenditure of corporate business resources,

allows building relationships of mutual trust with clients and partners, which protects such ties from their rupture even in the event of delayed payments or untimely fulfillment of obligations between participants in economic relations. However, disloyal personnel, ready to leave the company in the event of a new, more economically attractive or, given the risks of war, safe for life and health, employment offer, significantly destabilizes economic stability and worsens the business capacity of the business entity, reducing the likelihood of it achieving strategic guidelines for sustainable development.

Therefore, it is proposed to begin reforming the economic security management mechanism by creating a team of proactive intellectuals capable of strategic thinking and flexible response to the changing challenges of wartime and traditional threats to business.

Conclusion. The conducted study of the features of the functioning of the enterprise economic security management mechanism under the influence of wartime risks, factors influencing its condition and possibilities of its modernization under the influence of modern challenges made it possible to draw the following conclusions.

1. It is proposed to use a project approach to developing an enterprise economic security management mechanism, which should function effectively under the influence of wartime risks. The basis of such a proposal is the need for flexible security-oriented management as an immediate response to new threats. At the first stage, it is proposed to specify the goals of the functioning of the economic security management mechanism, including the risks of digital development of modern business. Then, it is consistently recommended to go through such stages as forming a team of specialists from different departments and divisions, using brainstorming and teamwork to formalize the structure of the mechanism, evaluating alternatives and scenarios for business development in wartime conditions, planning resources for various alternatives and identifying key risks for resistance, distributing tasks in accordance with the identified risks and tasks set; use of visualization and communication tools, development of a list of KPIs for each team member, taking into account the existing risks in the area of his responsibility.

2. The following promising directions for modernization of the enterprise's economic security management mechanism under the influence of wartime risks have been identified: performing individual tasks to ensure the security of corporate resources or to counteract risks as separate projects, forming a digital ecosystem and space for implementing economic security management tasks, protected from third-party interference; establishing constant monitoring of the state of economic security with a minimum amount of reporting in digital form; developing a policy for motivating personnel involved in the economic security management process based on information about their needs and interests; introducing the practice of assessing risks even during routine operations; prioritizing safe alternatives; integrating economic security management tasks into the general development strategy of the enterprise; including them in the cost budget; increasing the level of digital literacy of personnel involved in security-oriented management with a focus on the effective and safe use of digital information sources; constant monitoring of competitors' activities, analysis of their strengths and weaknesses to use all opportunities to gain competitive advantages

in conditions of limited state support for business. All of them are debatable and can be used in various combinations, depending on the priorities and goals of the enterprise in the market, as well as with a view to the state of its available resources, available for extraction from financial and economic processes for use in building or updating the economic security management mechanism. Prospects for further research are to trace the impact of the digitalization of the economic space and digital transformation of business processes on the state of enterprises and the level of their economic security, as well as on the ability of the economic security management mechanism to function effectively, which should form a separate direction of countering digital threats and risks.

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