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**CHAKALOV Romis**

PhD student of the Management  
and Public Service Department,

Bohdan Khmelnytsky National University of Cherkasy,  
Cherkasy, Ukraine

Orcid ID: <https://orcid.org/0009-0003-5235-517X>

[natazachosova@vu.cdu.edu.ua](mailto:natazachosova@vu.cdu.edu.ua)

## **THEORETICAL FOUNDATIONS OF THE SYNERGY BETWEEN ECONOMIC SECURITY MANAGEMENT AND STRATEGIC ENTERPRISE MANAGEMENT**

*Modern enterprise strategies should be formed with a focus on achieving a state of economic security, which becomes a condition and "starting point" for all further forecasts and plans for increasing economic potential, strengthening influence in market niches, and expanding the boundaries of the production, trade, financial, and other types of activities of a business entity.*

*Purpose -generalization, critical reflection and addition of the theoretical basis of the synergy of approaches to economic security management and strategic management of enterprises.*

*The areas and directions of synergy of approaches to economic security management and strategic management of enterprises are specified. To obtain a positive effect from coordinated security-oriented and strategic management, it is necessary to integrate security-oriented management into the components of strategic planning during the formation of the company's strategy; to develop and provide resources for the process of functioning of the enterprise's economic security management mechanism; to set up a system for ensuring economic security; if necessary, to include in the enterprise's development strategy as a strategic guideline the formation of an economic security system, to take into account security needs in existing and future strategies for the functioning and development of the enterprise; to initiate planning of strategic guidelines for activities with adjustments to the impact of risks and threats and to ensure the possibility of updating or transforming existing strategies taking into account sudden changes in the external or internal security situation.*

*The synthesis and synergy of economic security management and strategic enterprise management are reflected in the fact that the formation of an economic security system involves a set of strategic and tactical actions to protect the company's resources necessary to achieve its strategic goals. In turn, the development and functioning of the enterprise's economic security management mechanism should be aimed at achieving its strategic goal, at analysing the company's strengths and weaknesses, its opportunities and threats, which is traditionally the task of strategic analysis of the enterprise's activities and precedes the stage of developing a strategy for its functioning and development. Establishing a system for ensuring economic security management should provide for the availability of the business entity's human resources, material resources and information support for making management decisions. The integration of security-oriented management into the components of strategic planning should involve planning and forecasting financial, human, material and investment resources, which should be previously assessed for the likelihood of the risks accompanying them.*

*The implementation of a synergistic approach, within which economic security management and strategic management are not separate tools for achieving current and long-term goals, but function as a single coordinated mechanism, allows the enterprise not only to respond promptly and effectively to threats, risks and challenges, but also to actively plan its economic future. The synergy of security and strategy makes it possible to transform existing risks into competitive advantages and ensure sustainable development of the enterprise in the long term. Such integration of two important areas of management is not just a search for new opportunities in the management plane, but an urgent necessity for the survival of modern Ukrainian business in the conditions of total uncertainty of wartime.*

**Keywords:** economic security, economic security management, security-oriented management, risk, strategy, strategic management.

**Problem statement.** Taking into account threats to their economic security in the strategy of modern enterprises is a necessary condition for the long-term economic survival of business entities. Only in a fully predictable economic world can an enterprise afford not to consider various scenarios of

the emergence of new threatening factors that can significantly affect their planned financial and economic indicators. The economic situation in Ukraine is characterized by total uncertainty and wartime risks, which, in addition to traditional challenges for entrepreneurship, such as financial crises, social tensions, political instability and competition, form a “grey zone” for business and complicate the foresight of its possible economic progress and development. In view of this, modern enterprise strategies should be formed with a focus on achieving a state of ensuring economic security, which becomes a condition and “starting point” for all further forecasts and plans for increasing economic potential, strengthening influence in market niches and expanding the boundaries of production, trade, financial and other types of activity of a business entity.

**Analysis of recent research and publications and isolation of part of an unresolved problem.** Given the continuous increase in the number and threats to enterprises in Ukraine, various vectors of economic security management for business entities remain within the scientific interests of domestic researchers. An analysis of specialized literature from 2021-2025 has allowed us to outline the main research directions in security-oriented management.

Specifically, Hutnichenko M. O. proposes the foundations for the formation and functioning of an enterprise's economic security management mechanism [1]. Tkachenko T. examines the peculiarities of managing an industrial enterprise's economic security system in competitive conditions [2] and offers a management mechanism for developing the economic security system at industrial enterprises within a competitive paradigm [3]. Rudenko M. formalizes a methodical approach to economic security management for construction enterprises [4]. Lytvynenko D. I. proposes conceptual provisions for economic security management, considering the specifics of agricultural enterprises [5]. Kravchenko O., Havryliuk O., Chelombitko O., and Boiko S. investigate economic security management of enterprises in the digital economy [6]. Arkhypenko T. and Ivanova M. focus on assessing an enterprise's economic security level as an informational basis for making effective management decisions based on sustainable development principles [7]. Yepifanova I. Yu., Dzhedzhula V. V., and Shevchuk Ye. H. identify factors influencing the process of enterprise economic security management in conditions of martial law [8]. Vasylyshyn S. I., Hnatyshyn L. B., and Prokofyshyn O. S. generalize theoretical aspects of economic security as a component of accounting and analytical support for enterprise management [9].

At the other pole of the scientific landscape of domestic management science, issues of strategic enterprise management are actively researched, including under the influence of wartime threats. For instance, Karachyna N. P., Smetaniuk O. A., and Krepkyi P. V. study competitive strategies and anti-crisis management measures for enterprises during pre-war and post-war periods [10]. Buriiennikova N. V. and Vishtak I. V. analyze aspects of strategic management of innovative development for industrial enterprises in the context of digitalization [11]. Oliinyk A. S., Mykytenko A. O., Komendatenko V. M., Martynenko S. D., and Topala S. S. specify the role of documentary and informational communication in strategic enterprise management within the business environment [12]. Hrebenikova O. V. and Denysova T. V. systematize theoretical and practical aspects of strategic management of enterprises' investment potential [13]. Bezuha Yu. and Ovcharenko M. generalize strategically-targeted directions of risk management at an enterprise [14], while Ovsiiyenko N. V., Kotvytska N. M., and Ovsiiyenko V. V. outline methodological approaches to creating a risk management strategy for modern enterprises [15]. Research by domestic scholars also focuses on the impact of digitalization on strategic enterprise management and the peculiarities of strategy development for small business entities [16-19].

In the context of the ongoing research, a particularly interesting pool of scientific articles combines the concepts and paradigms of economic security management and strategic management of organizations. For example, Yaremko I. I. proposes using modern strategic management tools as a means to enhance enterprise economic security [20]. Adler O. O. and Kavetskyi V. V. track differences in strategic business process management based on an enterprise's economic security level [21]. Zhyvko Z. B., Ovyechkina O. A., Rodchenko S. S., and Sakun L. M. propose an innovative model of strategic development in security economics management amidst strengthening foreign economic ties and digitalization [22]. Sydorchuk I. systematizes theoretical and methodological approaches to the formation, implementation, and modeling of strategies for innovative development and financial-economic security of entrepreneurial structures [23]. Onyshchenko O. V., Yatsenko N. M., and

Honcharenko N. O. specify the role of economic security in the strategic management of an industrial enterprise [24]. Zachosova N. V. has numerous publications on the topic of strategic security-oriented management [25-27].

**The purpose of the article** is a generalization, critical reflection and addition of the theoretical basis of the synergy of approaches to economic security management and strategic management of enterprises.

**Basic material of research.** The synergy of approaches to economic security management and the use of strategic management tools is not just a desirable measure for the stable functioning and promising development of an enterprise, but also a critically important necessity for its competitive survival in a modern, dynamic and unpredictable business environment full of threats and risks. These two management areas, although they have their own perfect methodology, specific goals and guidelines and tools for achieving them, are closely interconnected and reinforce each other if the management efforts of top management of companies are directed to combining them into a single mechanism integrated into the organization's management system.

In modern conditions of the development of the economy of Ukraine, business entities are increasingly paying attention to economic security, which requires the creation of their own management system [24, p.121]. Yaremko I.I. notes that the strategy for ensuring the economic security of an enterprise is an integral part of the overall strategy for its economic development and can be characterized as a functional strategy. In essence, this type of strategy can be considered more as a generalizing model of action, focused on the distribution of enterprise resources (creation of reserve and insurance funds) [20, p.53]. Zachosova N. V., Koval O. V., Safonov D. V. conclude that economic security management is an important task for the management of business entities both in peacetime and during martial law. Management decisions on ensuring the economic security of enterprises, institutions, organizations, a significant part of which belong to the list of critical infrastructure facilities, should be aimed at maintaining their physical integrity, economic independence, protecting their economic interests and the interests of their stakeholders from internal and external threats. At the same time, military operations in the territories where business entities conduct their activities create significant additional challenges and risks for their economic security, and are also a significant circumstance for reviewing management strategies and the development of business structures [25, p.43].

Analysis of scientific publications [20-27] allows us to conclude that in most studies, ensuring economic security is associated with management decisions that focus on avoiding and minimizing threats and risks, finding ways to compensate for their negative consequences and preventing them in the future; as well as protecting corporate resources of enterprises from external and internal negative influences. Therefore, the “classical” goal of economic security management is to ensure the sustainable functioning of the enterprise and the continuity of its financial and economic activities.

In turn, enterprise strategies in the vast majority of cases are focused on their long-term development, on specifying the mission, vision, goals of business existence, on forming competitive advantages, achieving sustainable development goals, adapting to changes and challenges of the external environment of functioning and on using current opportunities that suddenly arise in the economic environment, in order to increase financial potential. Thus, the task of strategic management of an organization is to ensure its effective movement to the planned future state - material, intellectual, competitive, etc. However, in conditions of constant changes and instability of the economic environment, rapid technological progress and digitalization of economic relations, which are accompanied by increased competition at the global level, and in Ukraine - also by the aggravation of the military situation, economic security management and strategic management are closely intertwined, mixed and form a new, single direction of strategic security-oriented management.

The synergistic effect of combining security-oriented management and strategic management of the enterprise occurs when economic security is recognized by the company's management as the basis and basis for its strategic development. Such management decisions are usually accompanied by focusing the attention of economic security specialists on risk reduction, which in the strategic perspective allows you to focus on economic growth, because if the enterprise is in the process of constant struggle with internal and external threats, its corporate resources are diverted from strategic

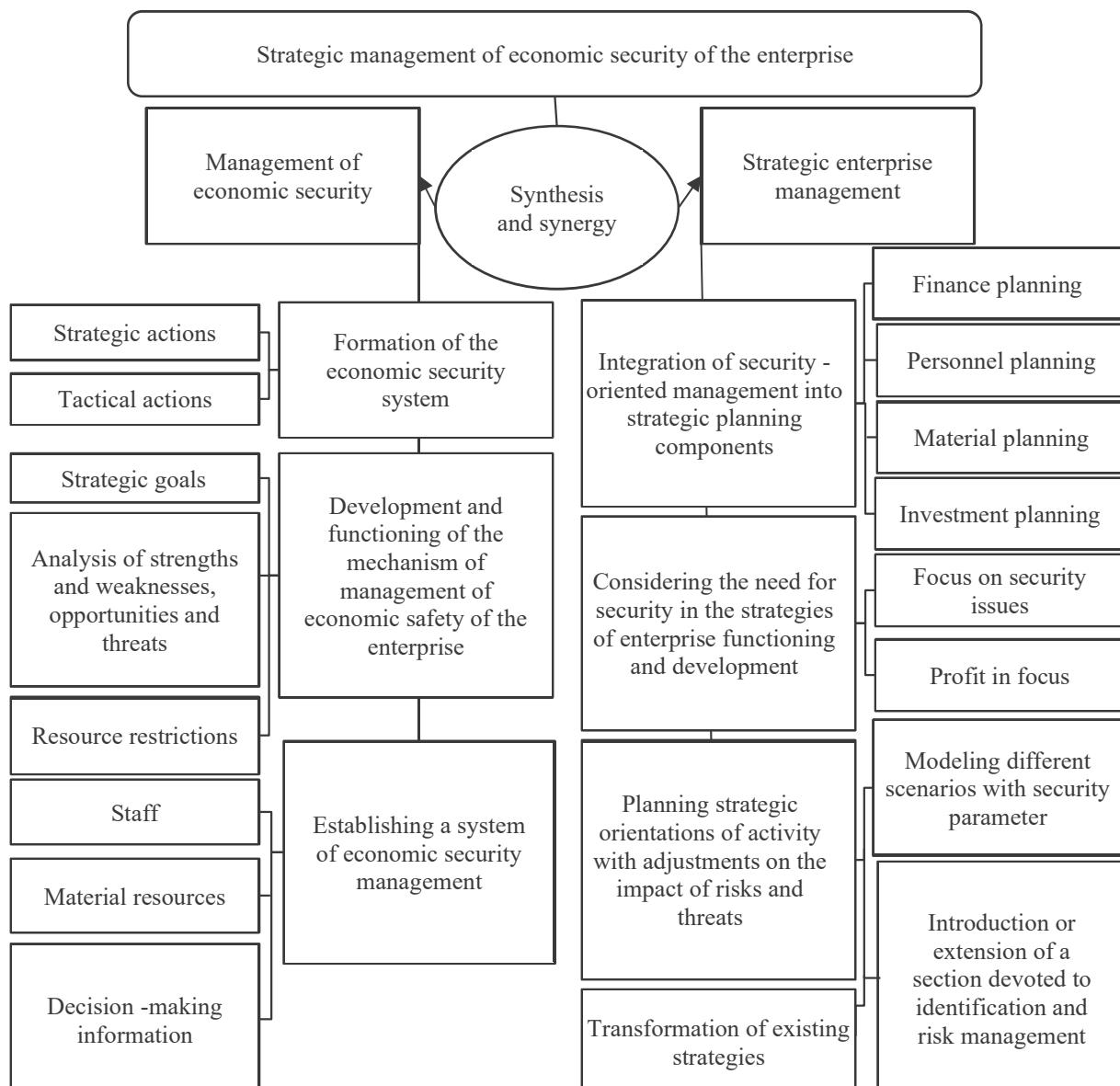
tasks to solve current problems and respond to challenges that suddenly arise. At the same time, a comprehensive system of ensuring economic security forms a stable space for doing business, allowing you to invest in innovations, strengthen your influence on the market and improve the quality of products and services. The strategy of innovative development of the enterprise, in turn, is a set of interrelated actions to transition the enterprise to a qualitatively new level by introducing innovations of various functional orientations, which is the basis for the formation of its financial and economic security [23, p.34]. The focus of security-oriented strategies should be on protecting the company's core assets, personnel, financial, material, intellectual, digital, etc., since their quantity and quality ensure the implementation of the most ambitious strategic plans and scenarios for the company's development in the future. When developing a strategy, first of all, a general list of threatening factors (real and expected) is formed, as well as various types of internal and external risks to reduce the economic security of the company [20, p.53].

During the synergy of strategic management and economic security management, the business strategy necessarily contains priorities for ensuring the company's economic security. An important condition for obtaining a positive effect from the coordinated actions of security management specialists and strategists is the coordination of security goals with the strategic goals of the company's development. For example, if an enterprise is preparing to enter new markets in the future, then the economic security management mechanism should be aimed at assessing and minimizing risks associated with the legal framework regulating the activities of participants in the new market, analysing the strengths and weaknesses of competitors, and ensuring cybersecurity if the enterprise is planning large-scale marketing campaigns in the digital space. When developing a strategy, it is necessary to take into account that new entrepreneurial initiatives can also create new risks that require management efforts to minimize the likely negative impact on the financial and economic condition of the enterprise.

The most significant element of ensuring the appropriate level of economic security of a modern enterprise is strategic planning and forecasting of its future activities. Therefore, an important measure with the highest level of effectiveness becomes anti-crisis and strategic management, on the basis of which a modern system of economic security of the enterprise should be built. Under the conditions of using such a systemic approach in enterprise management, it becomes possible to ensure a higher level of efficiency of the economic security of the enterprise [21, p.74].

Any strategic goal - be it the integration of new technologies into production processes, entry into the markets of other countries or mergers with other companies - is accompanied by threats that must be identified, and the impact of which must be calculated at the stage of strategic planning of prospective performance indicators, and tools for countering them must be integrated into the enterprise's economic security system. The main goal of the enterprise's economic security management system is to prevent crisis situations and minimize the impact of negative factors on the enterprise's activities [24, p.122]. Effective synergy of economic security management mechanisms and strategic management is possible only if the company's management perceives investments in economic security as strategic investments. At the top management level, there must be an understanding of the fact that expenses directed at cyber protection or the launch of physical protection systems for the company's assets are not just one-time operational expenses, but strategic investments that form a protective barrier for the company's future revenues and create new competitive advantages for it.

Fig. 1 demonstrates the planes and directions of synergy of approaches to economic safety management and strategic management of enterprises.



**Figure 1. - Planes and directions of synergy of approaches to economic security management and strategic management of enterprises**

*Source: developed by the author*

It can be argued that strategic management and economic security management have formed a system capable of maximizing positive results from each of the above management areas, if the following conditions are met. First, the enterprise must have a single risk management system that combines the process of identifying, assessing and managing risks both at the level of economic security management and at the level of strategic management. This approach allows you to avoid duplication of functions and form a comprehensive vision of the policy of countering existing and potential threats to the sustainable development of the business entity. Second, there must be a constant exchange of information between the departments responsible for the state of the enterprise's economic security and for strategic planning of its development guidelines. Information about threats, risks, weaknesses must be identified in a timely manner, analysed and available for use when forming a strategy for the further functioning of the business. Third, the enterprise must develop a culture of security-oriented strategic thinking. Company employees must be aware of the importance of ensuring economic security, but at the same time understand the need for strategic development of the enterprise, even in conditions of strong and tangible manifestations of threats and risks of the surrounding economic environment and

have specific ideas about the relationship between the state of economic security and the successful strategic development of the company. Fourth, a system of indicators for assessing the effectiveness of the enterprise should be developed, the list of which will include indicators whose values will allow us to conclude whether measures to ensure economic security contribute to the achievement of strategic goals and will allow us to specify and track how strategic decisions regarding the company's activities affect the level of its economic security. Fifth, the company's top management must demonstrate consistency of actions in integrating two areas of management: security-oriented and strategic, translating its behaviour through the development of relevant policies and procedures for the company's activities. The formation of the strategic development of the enterprise should be based on the current level of its economic security and be formed in the context of the prospects for protecting the enterprise from threats to its economic security [21, p.80].

The implementation of a synergistic approach, within which economic security management and strategic management are not separate tools for achieving current and long-term goals, but function as a single coordinated mechanism, allows the enterprise not only to respond promptly and effectively to threats, risks and challenges, but also to actively plan its economic future. The functional strategy of the enterprise's economic security should be considered an integral part of the overall strategy of the enterprise's economic development. The use of tools adaptive to real conditions in the strategy will allow enterprises to respond to crisis phenomena, minimize negative consequences for the financial and economic system [20, p.55]. The synergy of security and strategy makes it possible to transform existing risks into competitive advantages and ensure sustainable development of the enterprise in the long term. Such integration of two important areas of management is not just a search for new opportunities in the management sphere, but an urgent necessity for the survival of modern Ukrainian business in the conditions of total uncertainty of wartime.

**Conclusions and prospects for further research.** Having examined the theoretical basis of synergy of approaches to economic security and strategic management of enterprises, such scientific results were obtained.

1. The areas and directions of synergy of approaches to economic security management and strategic management of enterprises are specified. To obtain a positive effect from coordinated security-oriented and strategic management, it is necessary to integrate security-oriented management into the components of strategic planning during the formation of the company's strategy; to develop and provide resources for the process of functioning of the enterprise's economic security management mechanism; to establish a system for ensuring economic security; if necessary, to include in the enterprise's development strategy as a strategic guideline the formation of an economic security system, to take into account security needs in existing and future strategies for the functioning and development of the enterprise; to initiate planning of strategic guidelines for activities with adjustments to the impact of risks and threats and to ensure the possibility of updating or transforming existing strategies taking into account sudden changes in the external or internal security situation.

2. The synthesis and synergy of economic security management and strategic enterprise management are reflected in the fact that the formation of an economic security system involves a set of strategic and tactical actions to protect the company's resources necessary to achieve its strategic goals. In turn, the development and functioning of the enterprise's economic security management mechanism should be aimed at achieving its strategic goal, at analysing the company's strengths and weaknesses, its opportunities and threats, which is traditionally the task of strategic analysis of the enterprise's activities and precedes the stage of developing a strategy for its functioning and development. Establishing a system for ensuring economic security management should provide for the availability of the business entity with human resources, material resources and information support for making management decisions. The integration of security-oriented management into the components of strategic planning should involve planning and forecasting financial, human, material and investment resources, which should be previously assessed for the likelihood of the occurrence of accompanying risks. Taking into account the need for security in the strategies of the enterprise's functioning and development can be implemented through the focus of strategic guidelines on security issues. In the event that the enterprise's strategy is focused on making a profit at any cost, then such a strategy cannot be considered security-

oriented and is evidence of the fact that the company's management does not pay enough attention to managing economic security. Provided that there is an existing enterprise strategy and there is no desire to completely reformat it to meet the needs of ensuring economic security, possible management actions are modelling various scenarios with a change in the security parameter, which will allow you to trace the critical levels and limits of the functioning of protective mechanisms, beyond which the company should not go, so as not to be at risk of bankruptcy and liquidation. In addition, a possible option is to make changes to the existing strategy by expanding the section dedicated to identifying and managing risks with security-oriented measures. If the general strategy did not contain such a section, it is recommended to form it, especially considering the current state of business functioning and development in Ukraine under the constant influence of wartime threats. Prospects for further research consist in providing proposals for strategic guidelines for managing the economic security of Ukrainian enterprises under the influence of wartime risks.

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**ЧАКАЛОВ Роміс Костянтинович,**  
здобувач освіти ступеня доктора філософії,  
кафедри менеджменту та державної служби,  
Черкаський національний університет  
імені Богдана Хмельницького,  
м. Черкаси, Україна

## ТЕОРЕТИЧНЕ ПІДГРУНТЯ СИНЕРГІЇ ПІДХОДІВ ДО УПРАВЛІННЯ ЕКОНОМІЧНОЮ БЕЗПЕКОЮ ТА СТРАТЕГІЧНОГО МЕНЕДЖМЕНТУ ПІДПРИЄМСТВ

**Вступ.** Сучасні стратегії підприємств мають формуватися із фокусом на досягнення стану забезпечення економічної безпеки, який стає умовою та «відправною точкою» для всіх подальших прогнозів і планів щодо нарощення економічного потенціалу, посилення впливу у ринкових нішах та розширення меж виробничої, торгівельної, фінансової та інших видів діяльності суб'єкта господарювання.

**Мета** - узагальнення, критичне осмислення та доповнення теоретичного підґрунтя синергії підходів до управління економічною безпекою та стратегічного менеджменту підприємств.

**Результати.** Конкретизовано площини та напрями синергії підходів до управління економічною безпекою та стратегічного менеджменту підприємств. Для отримання позитивного ефекту від злагодженого безпеко орієнтованого та стратегічного управління, необхідно інтегрувати безпеко орієнтоване управління у складові стратегічного планування під час формування стратегії компанії; розробити та забезпечити ресурсами процес функціонування механізму управління економічною безпекою підприємства; провести налагодження системи забезпечення економічною безпекою; на необхідності включити у стратегію розвитку підприємства у якості стратегічного орієнтиру формування системи економічної безпеки, врахувати потреби у безпеці у існуючих і майбутніх стратегіях функціонування та розвитку підприємства; започаткувати планування стратегічних орієнтирів діяльності з корективами на вплив ризиків і загроз та забезпечити можливість оновлення або трансформації існуючих стратегій із врахуванням ратової зміни зовнішньої або внутрішньої безпекової ситуації.

**Оригінальність.** Синтез і синергія від управління економічною безпекою та стратегічного управління підприємством відображаються в тому, що формування системи економічної безпеки передбачає набір зі стратегічних і тактичних дій для захисту ресурсів компанії, необхідних для досягнення її стратегічних цілей. У свою чергу, розроблення та функціонування механізму управління економічною безпекою підприємства має бути спрямоване на досягнення його стратегічної мети, на аналіз сильних і слабких сторін компанії, її можливостей і загроз, що традиційно є завданням стратегічного аналізу діяльності підприємства і передує етапу розроблення стратегії його функціонування та розвитку. Налагодження системи забезпечення управління економічною безпекою має передбачати наявність у суб'єкта господарювання кадрового потенціалу, матеріальних ресурсів та

інформаційного забезпечення для прийняття управлінських рішень. Інтеграція безпеко орієнтованого управління у складові стратегічного планування має передбачати планування та прогнозування фінансових, кадрових, матеріальних та інвестиційних ресурсів, які попередньо мають оцінюватись на предмет імовірності виникнення супроводжуючих їх ризиків.

**Висновок.** Впровадження синергетичного підходу, у межах якого управління економічною безпекою та стратегічний менеджмент не є окремими інструментами досягнення поточних та довгострокових цілей, а функціонують як єдиний злагоджений механізм, дозволяє підприємству не лише оперативно та ефективно реагувати на загрози, ризики та виклики, а й активно планувати своє економічне майбутнє. Синергія безпеки та стратегії дає можливість трансформувати існуючі ризики у конкурентні переваги та забезпечити сталій розвиток підприємству у довгостроковій перспективі. Така інтеграція двох важливих напрямів менеджменту є не просто пошуком нових можливостей в управлінській площині, а нагальною необхідністю для виживання сучасного українського бізнесу в умовах тотальної невизначеності воєнного часу.

**Ключові слова:** економічна безпека, управління економічною безпекою, безпеко орієнтований менеджмент, ризик, стратегія, стратегічний менеджмент.

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