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Contents

INTRODUCTION	6
GONCHARENKO K.V. WELL DIGIT LLC, CEO (Ukraine), BUGAYKO D.O. Doctor of Science (Economics), Professor, Academician of the Academy of Economic Sciences of Ukraine, Corresponding Member of the Transport Academy of Ukraine, Instructor of ICAO Institute, Professor (Full) of the Logistics Department Vice Director for International Cooperation and Education of National University “Kyiv Aviation Institute” (Ukraine) AI IN AVIATION COMPLIANCE MONITORING: SAFETY BARRIERS, REGULATORY GAPS, AND ARCHITECTURAL CONDITIONS FOR TRUSTWORTHY DEPLOYMENT	7– 20
MARCHUK V.Ye. Doctor of Technical Sciences, Professor, Professor of the Department of International Business and Logistics, National Technical University of Ukraine “Igor Sikorsky Kyiv Polytechnic Institute.” (Ukraine), ZELINSKA M.V. Master's degree seeker of the Department of International Business and Logistics, National Technical University of Ukraine «Igor Sikorsky Kyiv Polytechnic Institute» (Ukraine), REZANKO O.V. Master's degree seeker of the Department of International Business and Logistics, National Technical University of Ukraine «Igor Sikorsky Kyiv Polytechnic Institute» (Ukraine) IMPROVING CONTRACT PERFORMANCE IN THE DEFENSE PROCUREMENT SYSTEM BASED ON A RISK-ORIENTED APPROACH	21 – 35
HARMASH O.M. PhD (in Economics), Associate Professor Department of International Business and Logistics, National Technical University of Ukraine “Igor Sikorsky Kyiv Polytechnic Institute” (Ukraine), TRUSHKINA N.V. Ph.D. (in Economics), Senior Researcher Research Center for Industrial Problems of Development of the NAS of Ukraine (Ukraine), KHOKHLOVA O.M. Master’s degree seeker of the Department of International Business and Logistics, National Technical University of Ukraine «Igor Sikorsky Kyiv Polytechnic Institute» (Ukraine), GVOZDOVA O.O. Master’s degree seeker of the Department of Information Warfare, National Defence University of Ukraine, (Ukraine) DIGITAL PLATFORMS AS A MECHANISM FOR ENSURING THE ECONOMIC SECURITY OF ENTERPRISES IN THE CONTEXT OF CORPORATE GOVERNANCE	36 – 68
KYRYLENKO O.M. Doctor of Economic Sciences, Professor, Dean of the Faculty of Finance and Economics, National Academy of Statistics, Accounting and Audit, Kyiv (Ukraine), BORYSIUK A.V. PhD Student, Specialty D3 “Management”, National University “Kyiv Aviation Institute”, Kyiv (Ukraine) THE READINESS OF HUMAN CAPITAL FOR DIGITAL AND GREEN TRANSFORMATION IN CONDITIONS OF INTERNATIONAL INSTABILITY	69 –79

HRYHORAK M.Yu. Doctor of Economics, Associate Professor, Professor of the Department of International Business and Logistics, National Technical University of Ukraine "Igor Sikorsky Kyiv Polytechnic Institute." (Ukraine)	
Novosolova D.V. Master's degree student, National Technical University of Ukraine "Igor Sikorsky Kyiv Polytechnic Institute." (Ukraine)	
ORGANIZATIONAL RESILIENCE OF LOGISTICS SYSTEMS IN A CONFLICT ENVIRONMENT: GAME THEORETICAL AND ADAPTIVE APPROACH	80 –95
KLYMENKO V.V. PhD (Economics), Associate Professor, Associate Professor of Transport Technologies and Systems Department, National University "Kyiv Aviation Institute" (Ukraine), DOKIIENKO L.M. PhD (Economics), Associate Professor, Associate Professor of Transport Technologies and Systems Department, National University "Kyiv Aviation Institute" (Ukraine), NOVALSKA N.I. PhD (Economics), Associate Professor, Associate Professor of Transport Technologies and Systems Department, National University "Kyiv Aviation Institute" (Ukraine), SOKOLOVA O. Ye. PhD (Economics), Associate Professor, Associate Professor of Transport Technologies and Systems Department, National University "Kyiv Aviation Institute" (Ukraine)	
HARMONIZATION OF CUSTOMS PROCEDURS IN THE INTERACTION OF TRANSPORT MODES AS A FACTOR FOR ENHANCING THE EFFICIENCY OF MULTIMODAL LOGISTICS CHAINS	96 –106
NESTERENKO S. S. Doctor of Economic Sciences, Professor, Professor of the Department of management and administration, Director of the Institute of Economics and Management, HEI "Open International University of Human Development "Ukraine", DUBAS R. H. Doctor of Economic Sciences, Professor, Head of the Department of management and administration, Institute of Economics and Management, HEI "Open International University of Human Development "Ukraine"	
MODERN THREATS TO THE ECONOMIC SECURITY OF ENTERPRISES AND WAYS OF THEIR NEUTRALIZATION	107–116
ANTONOVA A.O. PhD (in Economics), Associate Professor, Professor Transport Technologies and Systems Department of National University "Kyiv Aviation Institute" (Ukraine)	
ON POST-PANDEMIC SHORT-TERM FORECASTING OF QUARTERLY AIR PASSENGER TRAFFIC AT POLISH AIRPORTS	117 –124

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MODERN THREATS TO THE ECONOMIC SECURITY OF ENTERPRISES AND WAYS OF THEIR NEUTRALIZATION

Svitlana Nesterenko, Rostyslav Dubas. *"Modern threats to the economic security of enterprises and ways of their neutralization".* The essence of economic security of enterprises is investigated in the article, modern scientific approaches to its interpretation are analyzed and peculiarities of formation of system of economic safety in conditions martial law are defined. Theoretical approaches to understanding of categories "security", "economic security of enterprises" and "threats to economic security of enterprises" are generalized. It has been established that modern threats to economic security are comprehensive in nature and embrace physical, financial and economic, logistical, personnel, information, market and regulatory aspects of activities of enterprises. The author's definition of the concept of "economic security enterprise", which combines defensive, resourceful, adaptive and strategic approaches was proposed. The necessity of formation of integrated mechanism of management of economic security, based on the principles of corporate governance, risk management, human resources security, information and analytical software and systems early detection threats is justified. The main directions of neutralization of modern threats to economic security of enterprises, aimed at ensuring their stable functioning, competitiveness and long-term development are defined

Keywords: economic security of enterprises, economic security, threats to economic security, risks, challenges, corporate governance, human resources security, corporate security, cybersecurity, risk management, strategic development, sustainability of enterprises



Світлана Нестеренко, Ростислав Дубас. *«Сучасні загрози економічній безпеці підприємств та напрями їх нейтралізації».* У статті досліджено сутність економічної безпеки підприємства, проаналізовано сучасні наукові підходи до її трактування та визначено особливості формування системи економічної безпеки в умовах воєнного стану. Узагальнено теоретичні підходи до розуміння категорій «безпека», «економічна безпека підприємства» та «загрози економічній безпеці підприємства». Встановлено, що сучасні загрози економічній безпеці мають комплексний характер та охоплюють фізичні, фінансово-економічні, логістичні, кадрові, інформаційні, ринкові та регуляторні аспекти діяльності підприємств. Запропоновано авторське визначення поняття «економічна безпека підприємства», яке поєднує захисний, ресурсний, адаптивний і стратегічний підходи. Обґрунтовано необхідність формування інтегрованого механізму управління економічною безпекою, заснованого на принципах корпоративного управління, ризик-менеджменту, кадрової безпеки, інформаційно-аналітичного забезпечення та системи раннього виявлення загроз. Визначено основні напрями нейтралізації сучасних загроз економічній безпеці підприємств, спрямовані на забезпечення їх стійкого функціонування, конкурентоспроможності та довгострокового розвитку.

Ключові слова: економічна безпека підприємства, економічна безпека, загрози економічній безпеці, ризики, виклики, корпоративне управління, кадрова безпека, корпоративна безпека, кібербезпека, ризик-менеджмент, стратегічний розвиток, стійкість підприємства

Introduction. Nowadays the functioning of enterprises in Ukraine can be characterized from the point of view of the general destabilization of the economic environment, uncertainty and the impossibility to build a development strategy, which has become especially relevant in the conditions of martial law. Military actions taking place on the territory of our state, disruption of the normal functioning of logistics chains, as a result, financial instability, constant outflow of personnel, an increase in the number of cyber threats, as well as the urgent need to make changes to regulatory and legal acts significantly increase the vulnerability of enterprises and complicate ensuring their economic sustainability. Taking into consideration these and other factors, existing traditional approaches to economic security management, which were based on a relatively stable external environment, are becoming insufficiently effective. Despite the presence of a significant number of scientific works in the field of economic security of enterprises, most studies focus on its individual components or tools, without considering the specifics of martial law

conditions, its impact on the activities of enterprises and the need for their comprehensive adaptation to increased uncertainty and dynamic threats. This, in turn, determines the relevance of further scientific research, which should be aimed at the theoretical substantiation and practical development of tools for ensuring the economic security of enterprises in martial law conditions.

Analysis of recent research and publications. The issue of economic security of an enterprise is the subject of active scientific research in both domestic and foreign scientific literature. The works of the following scientists deserve special attention: V. O. Garkusha and N. Yu. Ershova, who considered economic security as protection of potential enterprises from internal and external threats. Issues on essence and evolution of concept of economic security of enterprises are covered in the works of I. Bosa. Significant contribution to development of scientific approaches to determining structure and mechanism of ensuring economic security of enterprises was made by L. Kovalska, O. Goliy and V. Goliy. Resource



approach to ensuring economic security is substantiated in the works of B. M. Andrushkiv and L. Ya. Malyuta, and managerial aspects economic security studied by O. E. Korystin, O. I. Baranovsky and L. V. Gerasimenko. Significant attention to study of threats to economic security enterprises was given by I. A. Markin and I. P. Potapyuk, who systematized main sources of their occurrence and consequences for activities of subjects' management. Features of ensuring economic security of enterprises in conditions of martial law were revealed in the studies of M. L. Zlotnik, P. G. Kaspersky, and I. O. Kulpa. At the same time, further scientific processing needs questions of comprehensive research of modern threats to economic security of enterprises and formation of effective mechanisms of their neutralization in conditions high uncertainty and war challenges.

The formulation of the goals of the article.

The purpose of the article is to generalize theoretical approaches to interpretation of economic security of enterprises, research modern threats to economic security of enterprises in conditions of martial law and justification of directions of their neutralization based on implementation of a comprehensive mechanism for managing economic security.

Next tasks are defined to achieve the set goal: to investigate the essence of categories "security", "economic security of enterprises" and "threats to economic security of enterprises"; to analyze existing scientific approaches to definition of economic security of enterprises and to single out their common and distinct features; to formulate author's definition the concept of "economic security of enterprises"; systematize modern threats to economic security of enterprises in conditions of martial law; to determine features of influence of physical, financial and economic, logistical, personnel, information, market and regulatory threats to activities enterprises; to justify main directions of neutralization of

modern threats to economic security of enterprises.

Presentation of the main results.

Investigating modern challenges to the economic security of enterprises and directions for their neutralization, it is worth focusing on the key categories that are of scientific interest in our work.

The first of these categories is the general understanding of "security". The issue of interpreting security for a long time has been the focus of attention of many scientists, historians, lawyers, philosophers, as well as politicians, authorities, and the military. The attention to the problem of security was paid in ancient times. But in ancient times, the understanding of security did not go beyond everyday life and was interpreted as the absence of danger to humans. But in the modern period of human development, the increase in the importance of enterprise activities, it has become impossible to be limited only to the interests of the individual.

When conducting scientific research, it is impossible to do without the use of various dictionaries, both in the state language and in a foreign language.

As an example, safety (English safety, security; French securite) is a multi-valued term that can be interpreted as: 1) the state of protection of the vital interests of an individual, community, society, and state from internal and external threats; 2) the feature of objects, phenomena, and processes to be preserved under destructive influences (to be protected from them – author). The subjects of security are a person, society, and the state [1]. Expanding this definition, we note that not just a person, but also his or her activities, entrepreneurial, of any kind.

Security is the absence of threats to a person's vital interests: their life, health, and well-being [2].

Security is a state of a complex system when the action of external and internal factors does not lead to deterioration of the system or to the impossibility of its functioning and development. We agree with



the opinion that this definition fully fits the description of security as part of the economic security of the enterprise [3, p. 32].

The Cambridge dictionary defines the category of security as follows: safety – a state in which or a place where you are safe and not in danger or at risk [4].

The Oxford Dictionary defines safety as: state of being safe and protected from danger or harm [5].

Summarizing the abovementioned categories, it is worth focusing on the key point, namely, security – the absence of danger. That is, a person's activities, the possibility of exercising his right on entrepreneurial activity, must be carried out without external and internal threats, and the state is obliged to ensure their absence and the possibility of their prevention.

Researchers' awareness of the understanding of security as a state of protection has led to the emergence of many scientific definitions, some of which are controversial, especially nowadays. In Ukrainian legislation, the category of "security" has found its expression in various security terms, for example: national security, state security, military security, information security, cybersecurity, etc.

The next category is a collective one – "economic security of enterprises". Among the existing doctrinal definitions, we suggest focusing on the following.

The economic security of an enterprise should be understood as the protection of its scientific and technical, technological, production and personnel potential from direct (active) or indirect (passive) economic threats [6, p. 107].

Economic security of an enterprise is the ability to predict the development of negative trends of an internal and external nature and to provide measures to implement the necessary changes in the parameters of economic development, capable of extinguishing negative trends. In turn, ensuring the economic security of an enterprise involves the formation of

quantitative and qualitative parameters of the enterprise's development, the identification of negative manifestations, the implementation of the necessary predictions of the development of external factors. [7, p. 304].

Economic security of an enterprise is the ability of a socio-economic system to resist and create protection against destabilizing factors of the internal and external environment, while ensuring the sustainability of economic development through the effective use of existing and potential resources [8, p. 129].

Economic security of an enterprise is a state of a business entity in which, through the most effective use of corporate resources, it achieves the prevention or mitigation of external and internal negative influences, provides adequate protection against existing dangers and threats, and ensures the achievement of business goals in conditions of competition and economic risk [9, p. 12].

Economic security of an enterprise is a system for creating a mechanism for mobilizing and optimally managing corporate resources of a given enterprise to use them most effectively and ensure the sustainable functioning of a particular enterprise, its active counteraction to any negative factors affecting its economic security [10, p. 18].

Economic security of an enterprise is a state of a complex, nonlinear system that represents a separate economic entity in the production and exchange of goods between people, during which the action of external and internal factors does not lead to deterioration of the system or to the impossibility of its functioning and development [3, p. 32].

Having analyzed the existing doctrinal approaches to the interpretation of the category of "economic security of an enterprise", we emphasize the presence of both common and distinctive features in its understanding by scientists. Common to most definitions is the interpretation of

economic security as a state of protection of an enterprise from internal and external threats, the ability to resist destabilizing factors and ensure sustainable functioning and development. Researchers also emphasize the need for effective use of available resources, preservation of the enterprise's potential, and achievement of strategic goals in conditions of uncertainty and risk. Focusing on the analysis of differences in approaches, we note the shift in emphasis on individual characteristics of economic security. Since some authors consider it as a state of protection of the production, technological, personnel and scientific and technical potential of an enterprise, others consider it as the ability to predict negative trends and adapt to changes in the external environment. Some scientists interpret economic security through the effective use of corporate resources and mechanisms for managing them, while others focus on ensuring the stability of the socio-economic system and its ability to develop in the long term. Thus, modern approaches to determining the economic security of an enterprise combine resource, protective, functional and strategic aspects, which indicate the multidimensionality of this economic category.

Based on the generalization of a number of existing scientific approaches, the economic security of an enterprise is proposed to be understood as a complex state of protection and the ability of an enterprise to timely detect, prevent, neutralize and adapt to internal and external threats, risks and challenges through the effective use of existing and potential resources, mechanisms of corporate governance and strategic development in order to ensure sustainable functioning, competitiveness and achievement of long-term goals. Unlike existing interpretations, this definition focuses not only on the protective function of economic security, but

also on its adaptive and strategic nature, which is of particular importance in the conditions of a dynamic external environment, increasing risks and strengthening the role of corporate governance in ensuring the sustainability of enterprises.

The element of almost all concepts is the threat as a real sign of danger. Moreover, the threat in this context acquires the quality of an essential characteristic. Based on the analysis of all approaches and disclosure of the content of the economic security of the enterprise, it turns out that the threat and the fight against it are the essence of security.

While investigating an object it's important to pay attention to its system? If it exists. So, talking about the economic security of enterprises, it can be shown in the next manner.

To form an effective system for ensuring the level of economic security, it is necessary to clarify the factors that influence its observance, how its elements can be coordinated in their development, and identify possible threats.

A threat to economic security is a set of external and internal factors that pose a threat to the normal functioning of an enterprise and its existence [6, p. 110].

In our opinion, it is quite reasonable to characterize threats to the economic security of an enterprise as potential or real events related to both objective natural or man-made factors and the actions of individuals or legal entities that violate the security status of a business entity and may lead to the termination of its activities or to economic and other losses [11, p. 130].

Threats to the economic security of an enterprise are the effects of destabilizing natural factors and/or subjective factors associated with unfair competition and violation of laws and regulations, which may cause potential or real losses for the organization [11, p. 132].

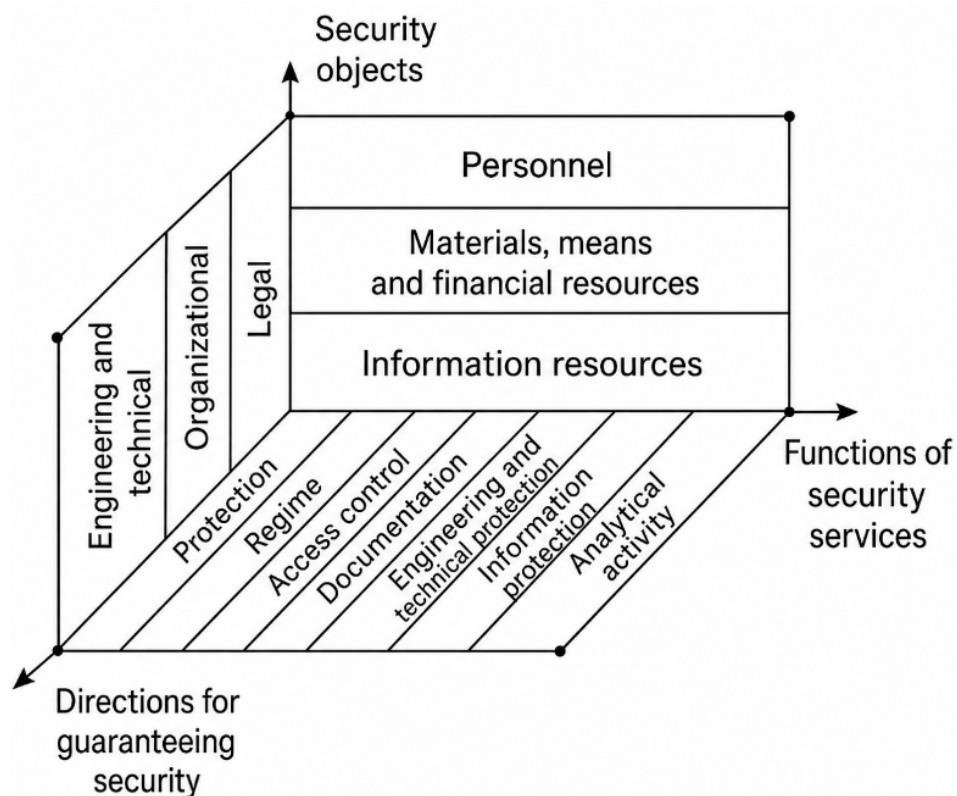


Figure1 – System of the economic security of enterprises

Source: compiled by the author

Each business entity operates in a rather unfavorable environment, where threats of various nature are observed: economic, social, environmental, political, military, etc.

Groups of threats that arise during the life of a business entity can be divided into external and internal. External threats are financial and economic crises, adverse macroeconomic and political circumstances, unfair competition, illegal actions of criminal structures [3, p. 33]. External sources of threats also include natural disasters, the consequences of scientific and technological progress, competitive pressure and other macroenvironmental factors that can disrupt the stability of the enterprise and reduce the efficiency of its activities.

In turn, internal threats are associated with the peculiarities of the business entity's business activities in a complex market environment, they include production crises, leakage or loss of information resources, staff insolvency, etc. At the same time, each owner himself seeks reserves to maintain the

equilibrium state of the enterprise's vital activity. Therefore, an urgent task arises to form a comprehensive security management system for the business entity as a complex probabilistic dynamic system [3, p. 32]. Thus, internal threats are usually mainly associated with management errors, insufficient information support, inefficient use of resources and imperfection of the corporate governance system. At the same time, modern business conditions are characterized by increased interconnection between individual types of threats, which causes their transformation into complex risk situations and increases the level of uncertainty in the activities of enterprises. In this regard, ensuring economic security should be based not only on responding to existing threats, but also on their timely forecasting, constant risk monitoring, and the formation of an adaptive security management mechanism.

The causes of threats to the economic security of enterprises may be of the following



nature: natural disasters and natural cataclysms (the consequences of natural disasters and natural phenomena can negatively affect the results of entrepreneurial activity and lead to significant losses); clashes of conflicting interests (the actions of competitors or other interested parties aimed at destabilizing the economic situation of the enterprise may be deliberate and self-serving, including illegal in nature and be aimed at causing harm to the business entity); results of scientific and technological progress (it is practically impossible to determine in advance the specific consequences of certain scientific discoveries and technical inventions; losses associated with scientific research and development not implemented in practice, as well as successful actions of competitors in the field of scientific and technological process can cause significant financial losses); incorrectly made management decisions (insufficient management qualifications, relative limitations of a person's conscious activity, differences in socio-psychological state, ideals, assessments, and behavioral stereotypes lead to errors in making management decisions, which can cause threats to the economic security of the enterprise); insufficient information (limited, unreliable, or insufficient information leads to an incorrect assessment of the situation, since the process of making the right decisions assumes the availability of sufficiently complete and high-quality information, thus, insufficient information makes it impossible to make a high-quality management decision, which causes threats to the economic security of the enterprise); limited resources (lack of natural, material, labor, production, financial, and other resources for carrying out all types of enterprise activities can lead to disruptions in the production process and losses, and hence threats to the economic security of the enterprise) [11, p. 133-134].

Considering the abovementioned, we emphasize that the main directions of neutralizing modern threats to the economic

security of enterprises should be the following steps, namely: improving the corporate governance system, implementing effective risk management tools, improving the quality of information and analytical support, developing human resources and ensuring the rational use of resources. The formation of a system for early detection of threats is also of great importance, which allows for timely identification of potential risks and minimizing their negative impact on the results of the enterprise's activities. Such an approach will contribute to increasing the resilience of enterprises to external and internal challenges, strengthening their competitive positions and ensuring long-term development in a dynamic economic environment.

Threats become particularly relevant and specific in conditions of martial law.

The main types of threats to the economic security of enterprises during war include physical and infrastructural threats, which are characterized by the destruction of production facilities, warehouses, transport and energy infrastructure. The consequences of such threats can be the cessation or reduction of operational activities, increased costs and loss of assets.

Financial and economic threats manifest themselves through inflation, currency fluctuations, limited access to credit and insurance. This can lead to a loss of solvency and a decrease in the investment activity of the enterprise.

Logistical and resource threats are associated with supply chain disruptions, raw material shortages, and rising logistics costs. These factors cause reduced production volumes and can lead to contract failures.

Human resources and social threats include employee mobilization, staff migration, and staff burnout. The consequences are a shortage of skilled workers and reduced productivity.

Information and cyber threats are characterized by cyberattacks, data leaks, and information manipulation. This can lead to



disruption of business processes and reputational damage.

Table1 – Modern threats to the economic security of enterprises and directions for their neutralization

Threat Group	Manifestations of Threats	Consequences for the Enterprise	Directions for Neutralization
Physical and Infrastructure Threats	Destruction of production facilities, warehouses, transport and energy infrastructure	Suspension or reduction of operations, loss of assets, increased costs	Establishment of backup production facilities, property insurance, creation of resource reserves, development of business continuity plans
Financial and Economic Threats	Inflation, currency fluctuations, limited access to credit and insurance	Reduced solvency, decline in investment activity	Strengthening financial stability, diversification of funding sources, implementation of financial monitoring and risk management systems
Logistical and Resource Threats	Supply chain disruptions, shortages of raw materials, rising transportation costs	Reduced production volumes, failure to fulfill contracts	Diversification of suppliers, creation of raw material and inventory reserves, optimization of logistics routes
Human Resources and Social Threats	Employee mobilization, workforce migration, professional burnout	Shortage of qualified personnel, decreased labor productivity	Development of personnel security measures, employee motivation and retention programs, formation of a talent reserve, staff training and development
Information and Cyber Threats	Cyberattacks, data breaches, information manipulation	Disruption of business processes reputational damage, financial losses	Strengthening cybersecurity, implementing modern information security systems, data backup procedures, access control mechanisms
Market Threats	Declining demand, changing consumer preferences, loss of sales markets	Reduced revenues, decreased market share	Diversification of sales markets, adaptation of products to consumer needs, continuous market monitoring
Legal and Regulatory Threats	Frequent legislative changes, wartime restrictions, new business requirements	Increased legal risks and adaptation costs	Continuous monitoring of legislation, legal support of business activities, improvement of compliance systems
Managerial Threats	Incorrect managerial decisions, inefficient resource utilization, weaknesses in corporate governance	Reduced operational efficiency, increased internal risks	Improvement of corporate governance, enhancement of managerial competencies, implementation of strategic planning systems
Information and Analytical Threats	Insufficient or unreliable information for decision-making	Poor managerial decisions, increased risks	Development of information and analytical support systems, implementation of early warning and risk monitoring systems

Source: compiled by the author

Market threats are associated with falling demand, changes in consumption patterns, and loss of sales markets. The consequences can be a decrease in the company's revenues and a reduction in its market share.

Legal and regulatory threats arise from frequent changes in legislation, military restrictions, and new requirements for conducting business. This can lead to increased legal risks and additional costs for



the company to adapt to new conditions [12, pp. 511-512].

In view of this, effective neutralization of modern threats to the economic security of enterprises should be based on a comprehensive approach, which involves the implementation of a risk monitoring system, diversification of supply sources and sales markets, formation of resource reserves, strengthening financial stability, development of personnel security and increasing the level of cyber protection. An important role in this process belongs to corporate governance, which ensures the coordination of measures to identify, assess and minimize threats. Thus, ensuring the economic security of enterprises in modern conditions requires a transition from responding to individual risks to the formation of an integrated security management mechanism focused on increasing the stability, competitiveness and long-term development of the enterprise.

Based on the above-mentioned it is possible to create the table of modern threats

to the economic security of enterprises and directions for their neutralization.

Conclusions. Economic security of an enterprise is a complex state of security and the ability of an enterprise to timely detect, prevent, neutralize and adapt to internal and external threats, risks and challenges through the effective use of existing and potential resources, corporate governance mechanisms and strategic development in order to ensure sustainable functioning, competitiveness and achievement of long-term goals. Economic security enterprise is a multidimensional category that encompasses financial, personnel, information, production, investment and reputational components, and its ensuring should be integrated into the corporate governance system. For any enterprise, there are always threats that come from outside or arise within the enterprise. Threats become particularly relevant and specific in conditions of martial law.

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