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DETERMINANTS OF FLEXIBLE MANAGEMENT OF THE ECONOMIC SECURITY OF ENTERPRISES: THE CHALLENGES OF WARTIME

Abstract. It has been proven that globalization processes have had an active influence on most leading economically developed countries, contributing to the internationalization of business and the gradual disappearance of borders in the sphere of foreign economic activity of corporations and individual producers. Management systems were integrated not only within individual countries, but also through the use of global best practices, which made it possible to improve the management of leading players in international markets. In addition, the introduction of martial law changed the operating environment of Ukrainian enterprises. All this has updated the issues of flexible management in enterprises. The purpose of the study is to characterize the main determinants of flexible management of the economic security of an enterprise in wartime conditions. It has been determined that flexible management is a modern approach to organizing economic security, emphasizing the ability to quickly adapt to changes in the external and internal environment. It has been established that the main idea of flexible management is to create conditions in which an organization can effectively respond to market fluctuations, technological innovations, changes in consumer requirements and other business challenges. It has been established that the introduction of martial law in Ukraine radically changed the paradigm of flexible management in enterprises, since it required immediate adaptation to new realities. First of all, businesses were forced
to reconsider their strategic goals and operational processes in the context of surviving and continuing to operate during wartime conditions. It was determined that martial law also encouraged businesses to develop and implement telecommuting solutions, especially in industries where this was possible. This not only made it possible to maintain labor productivity while limiting physical presence, but also required IT structures to quickly adapt to new requirements for ensuring data security and confidentiality.

**Keywords**: flexible management, security management, economic security, enterprises, martial law

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**ДЕТЕРМІНАНТИ ГНУЧКОГО УПРАВЛІННЯ ЕКОНОМІЧНОЮ БЕЗПЕКОЮ ПІДПРИЄМСТВ: ВИКЛИKI ВОЄННОГО ЧАСУ**

**Анотація.** Доведено, що процеси глобалізації активно впливали на більшість провідних економічно розвинених країн, сприяючи інтеграції бізнесу та поступовому зникненню кордонів у сфері зовнішньоекономічної діяльності корпорацій та індивідуальних виробників. Відбувалася інтеграція управлінських систем не тільки в межах окремих країн, але й через використання світових кращих практик, що дозволило вдосконалити менеджмент провідних гравців на міжнародних ринках. Окрім цього, впровадження військового стану змінило середовище функціонування українських підприємств. Все це актуалізувало питання гнучкого управління
на підприємствах. Мета дослідження охарактеризувати основні детермінанти гнучкого управління економічною безпекою підприємства в умовах воєнного часу. Визначено, що гнучке управління — це сучасний підхід до організації забезпечення економічної безпеки, який наголошує на здатності швидко адаптуватися до змін у зовнішньому та внутрішньому середовищі. Встановлено, що основна ідея гнучкого управління полягає у тому, щоб створити умови, в яких організація може ефективно реагувати на ринкові коливання, технологічні нововведення, зміни у вимогах споживачів та інші виклики, які постають перед бізнесом. Встановлено, що впровадження воєнного стану в Україні кардинально змінило парадигму гнучкого управління на підприємствах, оскільки потребувало негайної адаптації до нових реалій. Перш за все, підприємства були змушені переглянути свої стратегічні цілі та операційні процеси в контексті виживання та продовження діяльності під час воєнних умов. Визначено, що воєнний стан також спонукає підприємства розробляти та впроваджувати рішення для дистанційної роботи, особливо в індустріях, де це було можливе. Це не тільки дозволило підтримувати продуктивність праці під час обмежень фізичної присутності, але й вимагало від IT-структур швидкої адаптації до нових вимог забезпечення безпеки та конфіденційності даних.

Ключові слова: гнучке управління, управління безпекою, економічна безпека, підприємства, воєнний стан

Introduction. Flexible enterprise management has become increasingly vital in today's business environment, characterized by rapid technological advances, shifting market conditions, and evolving consumer preferences. This management approach emphasizes adaptability, responsiveness, and a dynamic strategic orientation, enabling organizations to navigate the complexities of a hyperdynamic landscape effectively. Firstly, flexible enterprise management allows organizations to respond swiftly to changes in the market. In a world where competitive advantages can be quickly overturned by new technological innovations or shifts in consumer behavior, the ability to pivot and adapt strategies is crucial. For instance, businesses that can modify their product lines or marketing strategies in response to consumer feedback or new market entrants can maintain a competitive edge. This agility ensures that companies are not only reactive but also proactive in facing potential challenges and opportunities. Secondly, flexibility in management enhances an organization's capacity to innovate. A rigid management structure often stifles creativity and impedes innovation because it is typically bound by strict procedures and a hierarchical decision-making process. In contrast, a flexible management approach fosters an environment where new ideas can be tested and implemented without excessive bureaucratic hurdles. This openness not only accelerates the pace of innovation but also helps in attracting and retaining talented individuals who thrive in innovative and dynamic settings.
Moreover, flexible enterprise management supports better risk management. In a volatile business environment, risks can arise unexpectedly and from multiple directions. Flexible management practices, such as scenario planning and agile project management, equip businesses to anticipate potential risks and devise multiple strategies to mitigate them. This preparedness is crucial for maintaining operational continuity and securing the enterprise’s long-term sustainability.

Furthermore, adopting a flexible management approach is instrumental in improving customer satisfaction. Today’s consumers demand personalized experiences and rapid service delivery. Businesses that employ flexible operational processes, like adaptive supply chains and customer feedback loops, are better positioned to meet these expectations. This responsiveness not only boosts customer satisfaction but also enhances brand loyalty and reputation, which are critical components of business success in any industry. Need to note that, in a hyperdynamic environment where change is the only constant, flexible enterprise management is not merely an option but a necessity. It empowers organizations to stay competitive, foster innovation, manage risks effectively, and meet the high expectations of modern consumers. As such, leaders and managers must cultivate a culture that values adaptability and flexibility, ensuring that their organizations can thrive in the face of continuous change.

Literature review. This literature review synthesizes key insights from eight seminal articles to delineate the determinants of flexible management in ensuring the economic security of enterprises. The framework for understanding the relationship between regulatory environments and financial security is well-articulated by Rushchyshyn et al. (2021), who examine the regulatory and legal components vital for sustaining state financial security. Their findings emphasize the importance of a robust legal framework in stabilizing economic security, which directly influences enterprise management practices necessary to navigate regulatory landscapes effectively. Khalatur et al. (2021) extend this analysis by focusing on entrepreneurship development within the context of economic security. They argue that entrepreneurship is a critical driver of economic resilience and that management practices should be oriented towards enhancing entrepreneurial capabilities to withstand economic threats. This research underscores the need for flexible management strategies that accommodate evolving entrepreneurship dynamics, thereby enhancing economic security. Dmytrenko (2011) delves into the financial and legal responsibilities integral to the mechanism of legal support in Ukraine’s financial security. His study highlights the role of financial accountability and legal compliance in fortifying the economic security of enterprises, suggesting that flexibility in management must also include adherence to evolving financial and legal standards. Karpenko et al. (2021) provide insights into how investment in infrastructure development projects can bolster a country’s economic security. They suggest that flexible management practices should include strategic investment in infrastructure to foster stable economic growth and security. This approach indicates
that flexibility is not merely reactive but also involves forward-thinking investment strategies [1-4].

The work of Zybareva et al. (2022) addresses the spatial challenges of the economic security system in industrial enterprises. They point out that geographic and spatial factors significantly influence economic security management. Their findings advocate for a flexible management approach that considers spatial and regional specifics, which are often overlooked in traditional management practices. Tytykalo et al. (2023) discuss the assessment of adaptive management of economic security in the context of globalization challenges and sustainable development. They highlight that global economic pressures and sustainability considerations require a dynamic and adaptive management approach to maintain economic security, suggesting that flexibility must integrate global trends and sustainability principles. Andryeyeva et al. (2021) explore how state economic policies impact environmental conditions and, by extension, economic security. They propose that flexible management practices should incorporate environmental considerations into their strategic planning to ensure that economic activities align with ecological sustainability, which is increasingly becoming a determinant of economic security. Finally, Ilyash et al. (2022) introduce a forecasting model for assessing the influence of technological growth components on economic security. Their research supports the argument that flexible management must include technological foresight and adaptability to leverage technological advancements for enhanced economic security.

The purpose of the study is to characterize the main determinants of flexible management of the economic security of the enterprise in wartime conditions [5-8].

Description of the study. The functioning of enterprises in modern conditions is associated with the existence of dangers, threats and risks of the internal and external environments that determine the conditions of their activities and directly affect economic security. The constant search for ways to eliminate destabilizing factors leads to the need to use various approaches and methods that allow enterprises to successfully resist them and develop steadily. One of these approaches to management is the so-called “flexible management” of an enterprise, which allows you to quickly respond and confront challenges and threats, and also provides enterprise management with a sufficient tool for justifying and making operational and strategic decisions in conditions of uncertainty. Let us note that this flexibility should be applied when managing not only the enterprise, but also its economic security system. That is why it is necessary to focus on the interaction of the general enterprise management system with the economic security system. At the same time, the effectiveness of such interaction will significantly depend on the ability to flexibly and quickly respond to threats and dangers and the ability of management to clearly allocate and use the necessary amount of resources for this. In such conditions, the economic feasibility and efficiency of the functioning of the
two indicated systems will meet the requirements and realities of the time, and ensuring economic security will be harmoniously implemented in practice.

Flexible management in an enterprise encapsulates a dynamic approach to leadership and decision-making that allows an organization to adapt swiftly to changing market conditions, technological advancements, and internal challenges. This style of management is fundamentally about responsiveness and agility, focusing on the ability to pivot strategies, reallocate resources quickly, and embrace innovative processes without the constraints typically associated with more traditional management frameworks. The essence of flexible management lies in its core principle of adaptability, which not only facilitates immediate responses to external pressures but also fosters a culture of continuous improvement and experimentation within the organization.

The importance of flexible management is highlighted by the rapid pace of change in today's business environment. Industries are evolving faster than ever before due to breakthroughs in technology, shifts in consumer preferences, and global economic fluctuations. In such a landscape, businesses that adhere strictly to rigid, long-term plans without room for adjustment can find themselves obsolete or unable to capitalize on new opportunities. Flexible management, on the other hand, champions a more fluid approach to strategy and operations, enabling companies to seize unexpected opportunities and mitigate risks as they arise. This ability to adapt quickly is a critical determinant of a company's resilience and long-term success. This approach involves decentralizing decision-making authority, fostering open communication across departments, and promoting a collaborative culture where ideas can be shared freely and implemented rapidly. Such a management style empowers employees by giving them the authority to make decisions and take action based on real-time information, which enhances their engagement and productivity. It also requires a high level of trust in the capabilities of employees and the quality of the decisions they make, which can significantly enhance operational efficiency and innovation (Table 1).

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<th>Characteristic</th>
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<td></td>
<td>1</td>
<td>Flexible management prioritizes the ability to quickly adjust strategies, operations, and processes in response to external and internal changes. This could involve shifting resource allocation, modifying project scopes, or redefining timelines based on emerging needs and circumstances</td>
</tr>
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Decentralization

Decisions are often delegated to the lowest practical level, allowing teams closest to the issue or task to make decisions quickly without waiting for higher-level approval. This increases responsiveness and leverages local knowledge and expertise.

Continuous Improvement

Enterprises employing flexible management are committed to ongoing assessment and enhancement of their practices. This involves regularly soliciting feedback, learning from outcomes, and implementing changes to improve efficiency, effectiveness, and employee satisfaction.

Open Communication

Essential for flexible management, open communication ensures that information flows freely across all levels of the organization. This transparency helps in aligning team members with the organization’s goals and facilitates quicker adjustments to strategies as needed.

Collaborative Teamwork

Flexible management fosters a culture where collaboration is valued over hierarchy. Teams work cross-functionally, sharing knowledge and resources to achieve common goals. This approach encourages innovation and problem-solving by leveraging diverse perspectives and skills.

Necessity for flexible management stems from its role in enhancing organizational agility and competitiveness. In an era where market dynamics can shift drastically with little warning, the ability to adapt quickly is not just an advantage but a necessity for survival. Flexible management practices enable companies to navigate through periods of uncertainty with greater ease and confidence. They allow organizations to experiment with new business models, technologies, and market approaches with minimal disruptions to the core operations, thus driving continuous growth and improvement. Ultimately, flexible management is crucial for any organization aiming to remain relevant and competitive in a rapidly changing world (Table 2).
Table 2

The main determinants of flexible management of the economic security of enterprises

<table>
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<tr>
<th>Determinants</th>
<th>Characteristic</th>
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<tr>
<td>Risk Assessment and Management</td>
<td>Enterprises focus on identifying and managing risks specific to wartime conditions, such as supply chain disruptions, cybersecurity threats, and potential damages to infrastructure. Effective risk management strategies are critical to maintaining economic security during such periods</td>
</tr>
<tr>
<td>Operational Resilience</td>
<td>Building resilience in operations involves restructuring production processes and logistics to cope with the unpredictability of war. This includes finding alternative suppliers, adopting flexible production techniques, and ensuring that critical operations can continue under various scenarios</td>
</tr>
<tr>
<td>Financial Stability</td>
<td>Ensuring financial stability is crucial. Enterprises prioritize liquidity management, secure financing options, and cost control measures to withstand economic shocks and funding shortages caused by war</td>
</tr>
<tr>
<td>Strategic Flexibility</td>
<td>Enterprises adjust their strategic plans to respond to rapid changes in the market and regulatory environment. This involves revising business goals, exploring new markets, and possibly pivoting business models to align with the current economic landscape</td>
</tr>
<tr>
<td>Human Resource Management</td>
<td>Protecting and managing human resources is essential. This includes ensuring the safety and well-being of employees, developing flexible work arrangements (like remote work), and maintaining clear communication channels to keep staff informed and engaged despite wartime</td>
</tr>
</tbody>
</table>

The imposition of martial law in Ukraine significantly altered the framework of flexible management within enterprises, necessitating rapid and profound adjustments to how businesses operate and strategize in a war-affected environment. With the government mandating operational constraints and prioritizing national security, companies had to shift their focus from standard business objectives to resilience and continuity strategies. This transformation involved a recalibration of
goals to ensure that they aligned with the immediate realities of a war situation, emphasizing survival over growth, and flexibility in operations to manage sudden disruptions in supply chains and workforce availability. Under martial law, the role of leadership in Ukrainian enterprises expanded to include more direct involvement in daily operations and crisis management. Managers were required to make quick decisions regarding resource allocation, often reallocating or optimizing resources to meet critical needs or to comply with new regulations imposed by martial law. This included managing reduced workforces, with many employees conscripted or displaced, and finding alternatives to traditional supply routes that were compromised or shut down due to the war. The agility to respond to these immediate challenges was crucial, and leadership had to ensure that the organizational structure remained effective under stress.

The strategic planning process under martial law also evolved to become more short-term and scenario-based. Long-term planning became less feasible due to the unpredictability introduced by the war, prompting businesses to adopt more dynamic planning methods that could accommodate rapid changes. This involved continuous monitoring of the external environment and adjusting strategies accordingly, which required a highly responsive and communicative management style to implement changes effectively. Companies also increased their reliance on technology to facilitate remote work and maintain operations despite physical disruptions caused by the war. Additionally, the concept of risk management gained new dimensions in the martial law setting. Enterprises had to develop strategies not just for business risks but also for operational risks related to the war, such as physical damage to assets, cybersecurity threats, and logistical challenges. This necessitated a comprehensive approach to risk assessment and management, incorporating more robust contingency planning to ensure business continuity under various scenarios. The ability to maintain operations in such a high-risk environment tested the limits of flexible management but also underscored its importance in enabling businesses to adapt and endure in the face of severe disruptions.

Conclusions. The implementation of the functioning of warehouse socio-economic systems indicates the radicality of not only political processes, but also the methodological management of geo at the macro-, meso- and micro levels. Planned trends are quickly observed in various countries around the world and are being reported in other countries, forming new trends that in the usual management of rhythmic events, as well as in the field of unemployment, economic unemployment. Fierce competition in light markets leads to new influences and disruptions in the functions of enterprises, which may lead to the influence of negative factors on peer skin powers. In Ukraine, such trends are discussed by the war; both at the beginning of 2014 and in 2022, global proportions were observed. The destruction of large enterprises and other infrastructure facilities had a catastrophic impact on the development of the economy and helps the management of subjects to adopt new approaches to unemployment and security. Traditional
management methodologies do not exclude current management methods in various tools for solving the above problems and require certification, as well as in real actions - in a new way when they stagnate in the minds of hyper-dynamic moments and new clicks.

To summarize, it should be noted that the modern realities of a market economy in Ukraine are characterized by a critical level of uncertainty and unpredictability of changes in the conditions of economic activity of domestic enterprises. All this is accompanied by the monopolization of most markets, the imperfection of the legislative framework, pressure from regulatory authorities, insufficient level of support from local authorities, increased competition from foreign producers, a decrease in the purchasing power of the population, etc. In these conditions, an effectively functioning economic security system becomes vital for each enterprise, and in its structure, the most important component is a flexible management system, the main task of which is not only to preserve its own resources, but also to create safe conditions for business development. The economic activities of enterprises are characterized by the presence of significant differences associated both with the specifics of wartime, which in today's conditions is accompanied by the emergence and negative impact of external and internal threats. All this actualizes the need for a comprehensive solution to the difficulty of forming and ensuring the economic security of a company.

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