УДК 338.24:330.341.1
JEL Classification H56, O1
DOI: 10.31767/nasoa.2-2026.12

O. M. KYRYLENKO,
Dsc in Economics, Professor,
Dean of the Faculty of Finance and Economics,
National Academy of Statistics, Accounting and Audit,
e-mail: kyrylenko@nasoa.edu.ua
ORCID: 0000-0003-2406-7050

G. S. GURINA,
Academician of the Academy of Sciences of Ukraine
Dsc in Economics, Professor,
Vice Rector,
Kyiv University of Law of the NAS of Ukraine,
e-mail: gurina_gs@ukr.net
ORCID: 0000-0002-1419-4956

S. M. PODRIEZA,
Academician of the Academy of Sciences of Ukraine,
Dsc in Economics, Professor,
e-mail: sergey.m410@gmail.com
ORCID: 0000-0003-2396-9570

V. V. LAVRUK,
Dsc in Economics,
Professor of the Department of Finance, Banking,
Insurance and Electronic Payment Systems,
Higher educational institution "Podillia State University",
e-mail: vvlavruk@gmail.com
ORCID: 0000-0002-0778-7227

Conceptualizing the State Security Policy Within the Paradigm of Sustainable National Economic Development

The article reveals theoretical, methodological, and applied aspects of managing the economic security of business entities amid the unprecedented challenges posed by martial law and global transformational processes. It is substantiated that in modern realities, the economic security is evolving from a supporting management function into a fundamental pillar of business viability. Particular attention is paid to critical infrastructure objects, for which ensuring physical integrity, economic independence, and protecting the interests of stakeholders attains the status of a national priority. It is shown that the strategic *approaches to security is dependent on the scale of the enterprise. It is proved that while small and medium-sized businesses often limit themselves to situational measures, large economic entities face an urgent need to form a systematic scientific and theoretical foundation. The authors emphasize that military actions on the territory of Ukraine have become a critical factor nullifying the effectiveness of previous "peacetime" strategies, requiring an immediate update of security-oriented management parameters. The necessity of developing new resource management mechanisms that account for the dynamism of external threats and the volatility of the market environment is highlighted. Approaches to revising strategic planning horizons and implementing anti-crisis monitoring tools are proposed. It is concluded that the effectiveness of economic security management in wartime directly depends on the management's ability to combine accumulated practical experience with the latest scientific developments in risk management. The research results can be used by state authorities and management of large enterprises to strengthen macroeconomic stability and protect long-term national economic interests.*

Keywords: *economic security, strategic management, martial law, critical infrastructure objects, national interests, threat neutralization, security-oriented management, risk management, business resilience, economic transformation, economic sovereignty, stakeholders.*

О. М. КИРИЛЕНКО,
доктор економічних наук, професор,
декан фінансово-економічного факультету,
Національна академія статистики, обліку та аудиту,
e-mail: kyrylenko@nasoa.edu.ua
ORCID: 0000-0003-2406-7050

Г. С. ГУРІНА,
доктор економічних наук, професор,
проректор,
Київський університет права НАН України,
e-mail: gurina_gs@ukr.net
ORCID: 0000-0002-1419-4956

С. М. ПОДРЄЗА,
доктор економічних наук, професор,
Академік Української академії наук,
e-mail: sergey.m410@gmail.com
ORCID: 0000-0003-2396-9570

В. В. ЛАВРУК,
доктор економічних наук, професор,
ЗВО «Подільський державний університет»,
e-mail: vvlavruk@gmail.com
ORCID: 0000-0002-0778-7227

Концептуалізація державної безпекової політики в парадигмі сталого розвитку національної економіки

У статті розкрито теоретико-методологічні та прикладні аспекти управління економічною безпекою суб'єктів господарювання в умовах безпрецедентних викликів, зумовлених воєнним станом і глобальними трансформаційними процесами. Обґрунтовано, що в сучасних реаліях економічна безпека трансформується з допоміжної функції менеджменту у фундаментальну основу життєздатності бізнесу. Особливу увагу приділено об'єктам критичної інфраструктури, для яких забезпечення фізичної цілісності, економічної незалежності та захист інтересів стейкхолдерів набуває статусу питання національного рівня. Показано диференціацію стратегічних підходів до безпеки залежно від масштабу підприємства. Доведено, що якщо малий та середній бізнес часто обмежується ситуативними заходами, для великих господарських структур виникає гостра потреба у формуванні системного науково-теоретичного підґрунтя. Підкреслено, що воєнні дії на території України стали критичним чинником, який нівелює дієвість попередніх «мирних» стратегій, що потребує негайної актуалізації параметрів безпекоорієнтованого управління. Висвітлено необхідність розроблення нових механізмів управління ресурсами, які враховуватимуть динамічність зовнішніх загроз і волатильність ринкового середовища. Запропоновано підходи до перегляду *часових горизонтів стратегічного планування та впровадження інструментів антикризового моніторингу. Зроблено висновок, що ефективність управління економічною безпекою в умовах війни прямо залежить від здатності менеджменту поєднувати накопичений практичний досвід із новітніми науковими розробками у сфері ризик-менеджменту. Результати дослідження можуть бути використані органами державної влади та керівництвом великих підприємств для зміцнення макроекономічної стабільності та захисту національних економічних інтересів у довгостроковій перспективі.*

Ключові слова: *економічна безпека, стратегічне управління, воєнний стан, об'єкти критичної інфраструктури, національні інтереси, нейтралізація загроз, безпекоорієнтоване управління, ризик-менеджмент, резильєнтність бізнесу, трансформація економіки, стейкхолдери.*

Introdution. In the contemporary context of the intensifying geopolitical instability, dynamic market fluctuations, and escalating global competition, the economic security has transcended its traditional role as a mere protective function of an enterprise, evolving into a strategic driver of its innovative development. The rise of global competition significantly transforms approaches to the economic security, shifting the focus from purely defensive measures to issues of adaptability and competitiveness.

The adaptability of the state policy in ensuring the national economic security is characterized by its capacity for timely responses to changes in global and domestic economic environments, facilitating the transformation of state regulation mechanisms in accordance with the nature and impact of emerging threats. Resilience is defined as the national economy's ability to maintain integrity and functional stability under the pressure of destabilizing factors through preserving the architecture of economic ties and ensuring the efficacy of security institutions. In an open economy, security does not imply isolation but rather the capacity of both national enterprises and the state as a whole to withstand external threats while competing effectively on global markets.

The traditional understanding of the economic security as a set of protective measures against threats is progressively transforming into an active component of innovative strategic management. This shift allows enterprises not only to react to risks but also to leverage them as a platform for new growth opportunities and enhanced competitiveness. The intensified competition necessitates the continuous refinement of internal security mechanisms by business entities, to prevent the loss of market positions and ensure the sustainable development.

Consequently, research into the economic security system as an integral part of innovative strategic management – one that ensures the stability of business processes and creates preconditions for achieving long-term innovative goals – is highly relevant. Simultaneously, the complexity and multidimensionality of economic security processes, the presence of multidirectional risks and threats, and the imperative to integrate the sustainable development principles into the public administration system highlight the urgent need for an in-depth scientific substantiation of the principles, functions, and mechanisms of state policy in this domain. Particular importance is attached to investigating the consistency, adaptability, strategic focus, and effectiveness of state regulation of the economic security, as well as the alignment of managerial decisions across different levels of government and among stakeholders in economic relations.

Literature review. In the contemporary academic discourse, significant attention is paid to the transformation of the role of economic security within the strategic management of enterprises. V. Alkema, N. Litvin, and O. Kyrychenko [1] emphasize that integrating the economic security system into the overall corporate development strategy enhances resilience to external shocks and creates the necessary conditions for implementing innovative projects. Ya. Pushak, and N. Trushkina [2] explore the mechanism of strategic economic security management amidst modern challenges, justifying the expediency of aligning security measures with innovation processes, to achieve a synergistic effect.

O. Chorna et al. [3] provide a comprehensive analysis of the conceptual aspects of economic security strategy as a pivotal element of strategic management. However, a systematic review by S. Labunska [4] indicates that while most studies focus on the operational protection of assets, the integration of economic security into innovative strategic management remains insufficiently explored. The works of V. Horbulin also contribute significantly to the current issues of economics and national security. Foreign researchers have substantially deepened the understanding of this subject. In the OECD report, the economic security in the context of global change is considered as a complex category encompassing the protection of strategic supply chains, technological independence, energy security, and cybersecurity [5]. The authors stress that the economic security is an inherent component of the national security, requiring integration into corporate strategies through investment screening mechanisms, supplier diversification, and strengthened resilience to geoeconomic risks. Furthermore, Xia H., Liu M., Wang P., Tan X. [6] demonstrate that collaboration – with suppliers, customers, and academic institutions – significantly bolsters the innovation resilience of enterprises in the digital era. This research suggests that cross-organizational interaction allows companies not only to protect innovative assets but also to transform external threats into sources of competitive advantage.

It should be noted that despite the substantial volume of scientific publications, the current discourse remains somewhat fragmented. The authors tend to interprete the economic security system as a secondary protective tool rather than an active component of the innovative strategic management [7, 8]. Such an approach fails to provide a holistic understanding of the evolution of the security's role in the innovative development context. Meanwhile, the operations of modern enterprises indicate a much deeper level of transformation: the economic security is progressively becoming an organic part of strategic planning [9, 10]. Hence, the mechanisms of this transition remain under-researched, creating a gap between theory and practice. This discrepancy between theoretical conceptualization and the actual needs of the business environment necessitates a more profound investigation into this issue.

The article's purpose is to reveal a methodological framework for the state policy aimed at protecting the economic interests of the state through the prism of the sustainable development paradigm.

Research objectives:

- validating the scientific demand for the chosen research theme by critical analysis of current developments in the economic security field;
- systematizing the principles underlying a security-oriented development strategy for the national economy;
- identifying and expanding the functional basis of the state policy in ensuring the country's economic resilience.

The contemporary state policy on economic security is pursued along the two interconnected vectors: protecting national economic interests on the global market, and creating secure conditions for national business entities in achieving social, economic, and environmental well-being. The implementation of these vectors requires a coordinated combination of external and internal state policy instruments aimed at minimizing external debt and currency risks, expanding exports, stimulating investment and innovation, modernizing socio-economic processes, and increasing the budget utilization efficiency.

At the same time, the complexity and multidimensionality of economic security processes, the occurrence of multidirectional risks and threats, and the imperative to integrate sustainable development principles into the public administration system highlight the need for profound scientific substantiation of the principles, functions, and mechanisms of the state policy in this domain. Particular importance is attached to investigating the consistency, adaptability, strategic focus, and effectiveness of the state regulation of economic security, as well as the alignment of managerial decisions across different levels of government and among stakeholders. Globalization-related challenges to the national economic security cannot be faced unless appropriate strategies are set and implemented.

Research results. The resilience of an economic system is a pivotal factor in achieving this goal, as it enables the system to manage economic crises, threats, and unexpected shifts by recovering and adapting to new environments. In other words, the resilience is the capacity of a system to withstand shocks, recover, and successfully adapt to emerging conditions. Within the context of economic systems, the resilience signifies the ability to resist economic downturns, recover from them, and successfully adjust to new challenges and opportunities.

At the same time, the economic resilience depends on several critical factors. One of the key determinants is diversification of economic sectors and revenue streams. Such diversity allows for mitigating the impact of crises that may arise in specific industries, thereby ensuring the overall stability of the system. Another essential aspect is innovation and technological development. Innovation creates new opportunities and sustains economic growth, while technological advancement can enhance the capacity for adaptation and ensure a higher performance of the economic system.

State regulation and policy also play an indispensable role in fostering resilient economies. Public authorities must take radical measures to ensure stability and create a favorable business environment. Effective stimuli for investment, strong legal and financial sectors, and robust social protection frameworks are all fundamental contributors to the economic resilience.

The resilience of an economic system is conditional on a series of strategic factors, with the industrial diversification being a pivotal one. Expanding the spectrum of economic activities allows for mitigating the risks inherent in mono-industrial models, while the prioritized development of high-tech sectors with high value-added shapes the sustainable growth.

A crucial determinant of the stability is effective interactions within the "government–business–academia" triangle (the Triple Helix model). Synchronized efforts through joint research projects and technology transfer stimulate innovations and dissemination of best management practices. Economic security has lo longer been a matter of national autonomy, as global interdependence necessitates the expansion of international partnerships. Openness to the world trade, stimulation of investment flows, and stabilization of financial markets by collaborative effort are becoming indispensable tools for countering cross-border risks.

Table 1

Fig. Global drivers of the financial and economic security in the business sector

Factor category	Key influencing factors	Impact on enterprise security
Economic	Volatility of global energy and raw material prices; exchange rate fluctuations; global inflation.	Increased production costs, challenges in financial planning, currency risks in export-import operations.
Geopolitical	International sanctions and trade restrictions; armed conflicts; shifts in global power centers.	Disruption of supply chains, loss of market outlets, asset freezing, necessity for business relocation.
Technological	Digitalization (AI, Big Data); cyber threats; rapid obsolescence of technologies.	Requirement for significant IT investment, risk of trade secret leaks due to cyberattacks, loss of competitiveness without innovation.
Financial	Interest rate changes by banks; access to international capital markets.	Changes in borrowing costs, liquidity constraints, difficulty in attracting foreign investment.
Regulatory	Tightening of ESG requirements (Environmental, Social, Governance); international financial reporting standards (IFRS).	Need for additional costs for greening and reporting, risk of penalties for non-compliance with international norms.
Environmental	Global climate change; natural disasters; depletion of natural resources.	Physical destruction of infrastructure, supply chain disruptions, shifts in consumer demand toward "green" products.

Source: [4, 7]

The global economy is undergoing large-scale transformations driven by a complex set of profound changes in geopolitical, technological, and financial environments. These processes change perceptions of global crises: now they are seen as systemic phenomena rather than occasional or cyclical ones. Increasingly, we observe not merely a permanent instability, but a structural remaking of the international system, with geoeconomic instruments massively employed for political purposes, and economic interests of countries frequently clashing with new forms of coercion, competition, and conflict.

Notably, Ukraine is increasingly becoming a symbol of the global confrontation between authoritarian and democratic political and economic models. In this sense, Ukraine is viewed as not only as a battlefield but also as a political heavyweight in the global discourse on economic security, which necessitates further rethinking of its role in the transformation of the global economic system. Hence, the study of contemporary geopolitical processes within the economic security context requires a re-evaluation of the analytical paradigm, moving beyond traditional economic narratives.

The national security relies on the protection of the fundamental interests of the individual and the state as a primary condition for the sustainable socio-economic progress and neutralization of destructive factors. The economic security is a principal component in this system, maintaining a dialectical connection with the socio-political stability and the legal framework of the country.

Strengthening the economic sovereignty and enhancing the international competitiveness directly depend on the effectiveness of mechanisms designed to prevent internal and external threats. For transitional economies like Ukraine, issues of security monitoring become paramount in the market-tranformation process. This underscores the urgent need for the professional training of analysts capable of systematically assessing risks and taking preventive managerial decisions to maintain macroeconomic equilibrium.

Conclusion. Business management requires the continuous economic security, which becomes critical under martial law. For organizations, particularly critical infrastructure objects, managerial efforts must focus on the preservation of physical assets, the reinforcement of economic autonomy, and the protection of multi-vector stakeholder interests from destructive impacts. Direct military threats in business operational areas not only create unprecedented risks but also serve as a catalyst for a radical revision of development strategies. The scale of an enterprise and its sector-specific characteristics determine the nature of its security strategy. While in small and medium-sized enterprises strategic security management often remains fragmented or episodic, in large corporations and strategically important entities it evolves into a matter of national significance. A well-established and solid theoretical and practical framework enables the management of large entities to allocate resources effectively and define strategic benchmarks amidst high uncertainty. The lack of business experience in time of a full-scale war necessitates an immediate revision of managerial practices and adaptation of security-oriented management tools to the new realities of the Ukrainian economy in post-war recover.

Надійшла 05.05.2026
Прорецензована 20.05.2026
Підписана до друку 28.05.2026
Оприлюднена 29.05.2026

References

1. Alkema, V. H., Litvin, N. M., & Kyrychenko, O. S. (2015). *Ekonomichna bezpeka innovatsiinoho pidpryiemstva [The economic security of innovative enterprises]*. Kyiv: "KROK" University [in Ukrainian].
2. Pushak, Ya. Ya., & Trushkina, N. V. (2023). Mekhanizm stratehichnoho upravlinnia ekonomichnoiu bezpekoiu derzhavy v umovakh Industrii 4.0 [The mechanism of strategic management of the economic security of the state in the conditions of Industry 4.0]. *Efektyvna ekonomika – Effective Economy*, *8*. DOI: 10.32702/2307-2105.2023.8.3 [in Ukrainian].
3. Khrystenko, L.M., Chorna, O.Yu., & Suprun, Yu.P. (2022). Kontseptualni aspekty stratehii ekonomichnoi bezpeky yak kliuchovoho elementu stratehichnoho upravlinnia ahrokholdynhamy u tsaryni zabezpechennia svitovoi prodovolchoi bezpeky [Conceptual aspects of economic security strategy as a key element of strategic management of agricultural hodings in the field of ensuring global food security]. *Naukovyi visnyk Uzhhorodskoho natsionalnoho universytetu: Seriia "Mizhnarodni ekonomichni vidnosyny ta svitove hospodarstvo – Uzhorod National University Herald. Series: International Economic Relations and World Economy*, *42*, 135–148. DOI: 10.32782/2413-9971/2022-42-24 [in Ukrainian].
4. Labunska, S.V. (2014). Kontseptsiia pobudovy systemy ekonomichnoi bezpeky pidpryiemstva v protsesi innovatsiinoi diialnosti [A concept of building a system for economic security of the enterprises in the process of innovation activities]. *Problemy ekonomiky – The Problems of Economy*, *4*, 282–290. Retrieved from http://jnas.nbuv.gov.ua/article/UJRN-0000506349 [in Ukrainian].
5. OECD (2025). Economic Security in a Changing World. OECD Publishing. DOI: 10.1787/4eac89c7-en
6. Xia, H., Liu, M., Wang, P., & Tan, X. (2024). Strategies to enhance the corporate innovation resilience in digital era: A cross-organizational collaboration perspective. *Heliyon*, *10 (20)*, e39132. DOI: 10.1016/j.heliyon.2024.e39132
7. Zachosova, N.V., Koval, O.V., & Safonov, D.V. (2023). Aktyvni ta pasyvni stratehii upravlinnia ekonomichnoiu bezpekoiu subiektiv hospodariuvannia v umovakh tradytsiinykh ta innovatsiinykh zahroz [Active and passive strategies for managing the economic security of economic entities in the conditions of traditional and innovative threats]. Ekonomika, upravlinnia ta administruvannia – *Economics, Management and administration*, *1 (103)*, 43–48. DOI: 10.26642/ema-2023-1(103)-43-48 [in Ukrainian].
8. Bohdaniuk, I.V., & Mandych, S.M. (2024). Stratehichne upravlinnia bezpekoiu pidpryiemstva v umovakh hlobalnoi konkurentsii [Strategic management of enterprise security in the conditions of global competition]. *Rehionalna ekonomika – Regional Economy*, *3 (113)*, 149–156. DOI: 10.36818/1562-0905-2024-3-14
9. Ptashchenko, L.O. (2018). *Stratehichne ta innovatsiine zabezpechennia rozvytku systemy ekonomichnoi bezpeky pidpryiemstva [Strategic and innovative support for economic security system at business enterprise]*. Kyiv: TsUL [in Ukrainian].

Link to the article:

Kyrylenko, O. M., Gurina, G. S., Podrieza, S. M., Lavruk, V. V. (2026). Conceptualizing the State Security Policy Within the Paradigm of Sustainable National Economic Development. *Scientific Bulletin of the National Academy of Statistics, Accounting and Audit*, *2*, 154 – 162. DOI: 10.31767/nasoa.2-2026.12