and management analytics. The use of CRM helps increase customer loyalty, profitability, and competitiveness of the enterprise, ensuring the formation of long-term relationships with consumers.

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FEATURES OF ECONOMIC SECURITY OF ENTERPRISES DEPENDING ON THE CHOSEN BUSINESS MODEL

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Despite the long-standing interest in and extensive coverage of the issue of economic security in academic literature, there is still no unified concept of enterprise economic security. Various approaches exist to defining the concept of “enterprise economic security,” including: (1) protection against economic crimes; (2) a state of protection from internal and external threats; (3) a state of efficient use of resources or potential; (4) the presence of competitive advantages; and (5) the realization and protection of economic interests (summarized in [1, pp. 8–9]). There is also a lack of consensus regarding methodological approaches to assessing the level of economic security, such as the indicator-threshold approach, resource-functional approach, program-target approach, criterion-based approach, risk-based approach, matrix approach, and systems approach (summarized in [2]), as well as considerable diversity in the components of enterprise economic security systems and the indicators used to assess them.

It should be noted that in academic literature the concept of "enterprise economic security" is often considered in the context of the enterprise's field of activity. However, insufficient attention has been paid to the study of the components of enterprise economic security depending on the business model chosen. Different business models adopted by enterprises, even within the same industry, imply differences in business processes, value propositions, and target audiences for goods, works, and services, which inevitably leads to differences in operational risks and in the relative importance of the components of economic security.

A business model is a consciously chosen way of creating value and generating profit [3]. The development of business models is closely related to global trends that encourage companies to transform and offer new types of services. With the advent of the era of information and communication technologies, traditional business models are increasingly complemented by innovative ones, which undoubtedly alters the risk structure of enterprises and, accordingly, the significance of the components of their economic security.

Business models can be classified according to various criteria, in particular by the structure of the value creation chain. According to the research of L. Schweitzer [4], the following types of business models are distinguished: (1) Integrator; (2) Orchestrator; (3) Layer Player; and (4) Market Maker. For the purposes of this study, the following components of economic security are considered: (1) financial, (2) intellectual and human resources, (3) technical and technological, (4) political and legal, (5) information, (6) environmental, and (7) physical security, in accordance with [5].

The «Integrator» business model assumes that the company fully covers the industry value chain and has access to all important complementary assets that provide high potential for revenue generation. Despite the advantageous position of the Integrator, which provides access to complementary assets and coverage of the entire value chain, the model is at risk of losing the market due to the obsolescence of the underlying technology. «Integrator» also has a significant dependence on the level of financial security, since fixed capital investments covering the entire production cycle are significant; the needs for current assets are large, and the needs for financial resources for its own R&D are also large. Technical and technological security is critically important for Integrator, as production processes, patents, and quality standards need to be protected. Integrator requires comprehensive compliance with all regulatory requirements in all segments, so political and legal security is also a significant component of its economic security. Such enterprises usually have a large staff, so the presence of competent personnel in many areas is critically important, which makes the intellectual and personnel component of the economic security of such an enterprise significant. Protection of corporate data, production processes and own R&D results, preventive security measures for servers and networks, and support for a security architecture are usually also very important for enterprises of this business model. The presence of warehouses for production supplies, finished products, technological equipment, and documentation necessitates the Integrator to have its own security and provide a force component of security. The «Integrator» is

responsible for the environmental consequences of its production processes and the impact on the environment of both its processes and its products. Therefore, environmental safety should be considered a significant component of the economic security of enterprises of such a business model.

The «Orchestrator» business model assumes that access to complementary assets is obtained exclusively through partnerships (cooperation with other enterprises) and the use of outsourcing. In this model, it is partnership itself that provides access to complementary assets. Management coordinates the interaction of the industry segments in which value is created. The «Orchestrator» does not produce all components; instead, it focuses on key areas of specialization that generate the highest revenue, while coordinating and controlling the activities of other participants in the value chain (partners), thereby creating an efficient system of interaction.

Compared to the «Integrator», the «Orchestrator» has lower but still significant capital expenditures and, accordingly, a dependence on its financial security. Its financial security largely depends on the financial stability of its partners and the effectiveness of financial oversight over them. The technical and technological security of the «Orchestrator» is manifested in the reliability of IT platforms and the technological interaction among partners. The contractual framework with partners and platform licenses largely depend on the political and legal component of its economic security. Orchestrators typically have a small staff; therefore, dependence on human resources is relatively low, and the intellectual and human capital component of economic security is significantly less important than for the «Integrator».

In terms of information security, the main threat to the «Orchestrator» is the leakage of platform or partner data, which makes this component of economic security particularly significant for this business model. Dependence on partners necessitates continuous verification and monitoring of counterparties (due diligence), as well as the maintenance of security services, which increases the importance of physical security for this business model. The «Orchestrator» bears partial responsibility for the environmental consequences of production only within the scope of its own activities, while responsibility for outsourced processes rests with its partners.

The «Layer Player» business model assumes that an enterprise specializes in a single link of the value creation chain, acting as an innovator and thereby generating demand for its products. A «Layer Player» focuses on a narrow market segment or a specific stage of production or service provision, without attempting to control the entire value chain.

The focus of a «Layer Player» on a narrow segment reduces its financial risks but increases its dependence on market conditions and the financial capacity of a specific market. Since a «Layer Player» operates within a narrow technological segment, the security of its technologies and unique products is critically important, making the technical and technological component the most significant element of its economic security. A «Layer Player» is also dependent on regulatory influences in its field of activity; therefore, the political and legal component of economic security must be taken into account. Such enterprises are highly dependent on narrowly specialized professionals and R&D personnel, which makes the intellectual and human capital component of

economic security significant. «Layer Players» primarily require protection of product-related information and technologies, which makes information security an important component of their economic security. The need for physical security is minimal; protection of facilities and critical infrastructure is usually provided by contracted security services. Environmental security for a «Layer Player» is limited to its own segment of activity and therefore is not a significant component of economic security.

The «Market Maker» business model is typically applied by enterprises associated with market innovations and technological breakthroughs. Their role is usually organizational and marketing-oriented, often without their own production facilities. A «Market Maker» occupies a specific niche of consumer demand and, compared to owners of complementary assets, possesses strong market power, reshaping the customer structure of entire industries. Such enterprises create new markets or stimulate their development by defining rules and standards.

«Market Makers» usually possess relatively few assets; therefore, financial threats primarily manifest in the loss of market position or the risk of penalties. Dependence on technology is not critical, making the technical and technological component of economic security relatively insignificant. For «Market Makers», market rules and standards—often established by the company itself—are of key importance, which minimizes dependence on the political and legal component of economic security. However, the establishment of an intellectual property protection regime is extremely important for enterprises using this business model. Key personnel for a «Market Maker» include strategists, marketers, and legal professionals; dependence on human resources is not critical. The primary focus of «Market Makers» is on the security of the information platform and standards; physical security has little practical significance, while cybersecurity is far more important. Responsibility for environmental security for «Market Makers» is minimal.

The «Integrator» and «Orchestrator» business models ensure more effective product promotion, allowing them to outperform innovator competitors that lack access to all links of the value chain. The dominant position of the «Integrator» results in significantly greater economic security needs compared to other business models. In particular, the Integrator controls the entire value creation chain and therefore requires the most comprehensive economic security across all its components. The «Orchestrator» is the most dependent on partners; however, its financial and technological risks are distributed. A «Layer Player» concentrates on the narrow risks of its niche, making its economic security components dependent on the specific nature of its activity. The key risks for a «Market Maker» are reputational and market-related, while direct production (technological, human resources) and financial risks are relatively insignificant compared to other business models.

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ОЦІНКА СИНЕРГЕТИЧНОГО ЕФЕКТУ ВІД ФОРМУВАННЯ СТРАТЕГІЧНИХ ПАРТНЕРСТВ

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У сучасних умовах перманентних кризових явищ та трансформації глобальних ринків стратегічне партнерство еволюціонує з інструменту розширення впливу у засіб забезпечення базової стійкості бізнесу. Науковці зазначають, що в 2024-2025 роках акцент зміщується на тактичні партнерства з орієнтацією на стратегічні результати, де ключовим критерієм успіху є швидкість отримання синергетичного ефекту [1].

Метою дослідження є удосконалення підходів до оцінки синергії партнерської взаємодії з урахуванням новітніх викликів економічного середовища.

Традиційне розуміння синергії («2+2=5») сьогодні доповнюється необхідністю врахування фактору безпеки та ризиків. Сучасна економічна думка виділяє специфічні форми прояву синергії, актуальні для сьогодення:

1. Синергія стійкості (Resilience Synergy). Об’єднання ресурсів не лише для зниження витрат, а й для створення спільних буферів безпеки (резервні ланцюги постачання, спільна енергетична автономність).

2. Асиметрична синергія. Виникає у партнерствах між різними за розміром суб'єктами (наприклад, стартап та корпорація), де менший партнер отримує доступ до ресурсів, а більший — до інновацій. Як зазначає В. Величко, такі моделі стають домінуючими у високотехнологічних галузях [1].

3. Інформаційно-когнітивна синергія. Спільне використання Big Data та AI-інструментів для прогнозування ринкових змін, а також розвиток людського