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# THE NECESSITY OF USING PROGRAMME AND PROJECT MANAGEMENT AT EXPORT-ORIENTED ENTERPRISES

## ABSTRACT

The functioning of all economic entities, including export-oriented enterprises, affects the level and development of the national economy. Therefore, most of them focus on implementing innovative projects that will allow them to achieve higher efficiency indicators and enter new markets. In this context, important issues include examining the management system at these enterprises, assessing possible risks that affect their activities, and the role of strategic communications in this process. The main aim of this article is to reveal the features of programme and project management in export-oriented enterprises to ensure their economic security.

Taking this into account, the article examines the scientific approaches to defining the concept of "programme and project management" and the necessity of its use in enterprise activities. Additionally, an effective project management cycle for export-oriented enterprises was developed, and risks that affect project implementation possibilities were assessed. The role of strategic communications in programme and project management of export-oriented enterprises was researched, and recommendations aimed at improving their existing management system were provided.

During the research, general and special scientific research methods were used, particularly methods of logical generalisation and scientific abstraction in the process of summarising approaches to the features of programme and project management use at export-oriented enterprises; methods of comparative and structural and factor analysis in developing an effective project management cycle at export-oriented enterprises; induction and deduction methods used to examine the assessment of critical risks that affect project implementation possibilities and the role of strategic communications at export-oriented enterprises.

For the first time, this article analyses the features of using programme and project management at export-oriented enterprises in connection with the application of the modern OASIS communication management model, which will provide an effective approach to planning, implementing, and evaluating enterprise strategies. The authors assessed the risks that impact this management system of these enterprises. The practical significance of the article is that the implementation of programme and project management at export-oriented enterprises and the use of the OASIS communication management model can become tools not only for successful project implementation but also for establishing strategic communications with external investors and potential partners.

**Keywords:** agricultural sector, economic security, export-oriented enterprises, programme and project management, projects, defence sector, strategic communications

**JEL Classification:** : D21, E60, E69, F41

## INTRODUCTION

In modern development conditions that the domestic enterprises are facing, significant attention should be paid to the possibility of implementing projects. This is explained by the fact that the world is developing dynamically, with the era of artificial intelligence

expanding, which provides impetus for enterprise management systems to change radically. Additionally, the ongoing warfare on the territory of Ukraine encourages the development of two main sectors – the agro-industrial complex, especially export-oriented enterprises, and the defence sector. Therefore, for these sectors to work efficiently, it is necessary to use modern innovative methods and tools, and the programme and project method is one of the important ones. This method should be part of the programme and project management system of every enterprise and applied at the state level during the implementation of government programmes.

## LITERATURE REVIEW

Many scholars have researched the use of the programme and project method in enterprise management systems at both macro and micro levels. In most cases, this method is used in implementing government target programmes, but it is also effective in enterprise management, especially when implementing innovative projects. Most scholars use the definition "programme and target method"; however, with the development and implementation of projects in various economic spheres, the concept of "programme and project method" is increasingly applied. Thus, V. Svitlychna notes that these methods are effective tools for managing the country's economic security (Svitlychna, 2019). Additionally, the author emphasises that with its use, projects can be more effectively controlled both at the state level and at the level of individual economic entities. L. Voloshchuk shares this opinion and distinguishes the programme and target method in his classification of analytical methods for managing enterprise economic security, considering it the most effective (Voloshchuk, 2014). This method is consonant with the programme and project method, as they are based on the same principle of programme implementation and control. The author notes that the programme and target method should focus on comparing actual indicators with defined target benchmarks, which allows for ensuring the economic security of each enterprise using it. M. Klymchuk and T. Ilyina assert that thanks to the programme and target method, it is possible to form the basic principles and conditions for management and development of enterprises using an integrated set of economic security indicators (Klymchuk, Ilyina, Shovkivska, Klymchuk, 2020).

Scholars such as S. Piletska and T. Korytko (Piletska & Korytko, 2018) also refer to the use of this method when assessing enterprise economic security. They note that the programme and target method resolve various problems that arise at enterprises. Additionally, enterprises can form an effective risk management system based on it (Piletska, Korytko, Tkachenko, 2021). Therefore, the effectiveness of using this method is significantly greater than that of other methods. T. Sak approaches this method from the position that it involves using a number of integrated indicators that collectively outline the level of economic security of enterprises (Sak, 2015). O. Mnykh and O. Savchenko emphasise that it is precisely through the programme and target method that government development programmes in economic, environmental, regional, social, and scientific and technical sectors can be developed, involving relevant enterprises that will implement such projects (Savytska & Salabai, 2019).

Thus, having examined all scientific approaches to outlining the essence of the definition "programme and project method," it can be stated that this concept refers to an analytical method that includes the formation of programmes consisting of various projects both at the state level and at the level of individual economic entities. Meanwhile, programme and project management should include the entire life cycle of the project programme, from the moment of planning to control and consideration of all risks associated with internal and external factors. Therefore, in the contemporary environment, there is a need to use programme and project management to ensure the economic security of enterprises.

## AIMS AND OBJECTIVES

The aim of the research is to identify the theoretical and practical aspects of using programme and project management at export-oriented enterprises to ensure their economic security. In view of this, the objectives of this research are:

- to investigate the main scientific approaches to defining the concept of "programme and project management" and the necessity of its use in enterprise activities;
- to analyse the features of using programme and project management at export-oriented enterprises;
- to develop an effective project management cycle at export-oriented enterprises;
- to assess the critical risks that affect the possibility of implementing projects at export-oriented enterprises;
- to research the role of strategic communications in programme and project management of export-oriented enterprises;
- to analyse the main trends and directions of export in Ukraine;

- to provide recommendations aimed at improving the management system of export-oriented enterprises.

## METHODS

The main methodological basis of the paper is the fundamental provisions from the analysis of modern concepts of programme and project management and the scientific achievements of domestic and foreign scholars in this field.

During the research, various methods were applied, in particular:

1. Methods of logical generalisation and scientific abstraction in the process of summarising approaches to the features of using programme and project management at export-oriented enterprises.
2. Methods of comparative, structural and factor analysis in developing an effective project management cycle at export-oriented enterprises.
3. Induction and deduction methods, which are used to research the assessment of risks that affect the possibility of project implementation, and to determine the role of strategic communications at export-oriented enterprises.

## RESULTS

Programme and project management is necessary for all enterprises, including those in the defence sector, to function efficiently. It allows for optimising all resources, performing both operational and tactical tasks, and moving to a strategic level, developing new areas and attracting foreign investment. Programme and project activity of enterprises will ensure a synergistic effect from the activities carried out, including technological, economic, environmental, social, innovative, and other types of effects. Therefore, appropriate programmes and projects should be implemented at the state level and at the level of individual economic entities, which will allow the country to position itself as a reliable producer and partner.

Programme and project management in any field should include elements such as planning, organisation, assessment of potential risks that affect project implementation, control of obtained results, and evaluation of developed programmes. If we look at enterprises in the defence or agricultural sectors, we can note that they have their specific features, so each of the stages needs to be optimised depending on the available capabilities in the defence sector or the level of organic production in the agricultural sector. In order for programme implementation to be effective, during the selection of each individual project, it is necessary to exclude inappropriate expenses, job duplication, clearly appoint responsible persons for each stage of project implementation, and reduce project implementation timeframes. This package will provide an opportunity to increase the effect from the use of financial and human resources, increase manageability, transparency, and predictability of both government programmes and programmes developed at the level of individual economic entities. It is worth noting that at the current stage of the country's development and in conditions of financial instability, export-oriented enterprises are particularly important. Therefore, we will conduct research based on the assessment of the features of their activities (Leitchfield & Pennypacker, 2006).

During the implementation of programme and project management at the planning stage at the level of export-oriented enterprises, the following should be clearly defined:

1. Clear objectives of the enterprise project programme.
2. Effects that can be achieved when implementing the project programme.
3. Optimal structure of the project programme.
4. Start and end dates for each project included in the programme.
5. Limitations and requirements for each project.
6. Development of a roadmap for the implementation of each project.
7. Necessary resources and the average amount of expenses that will be incurred during the implementation of the project programme.
8. Main and additional sources of financing.
9. Risks and opportunities for stakeholder involvement.
10. Charter of the project programme and their management plan (Meskens, Dumont, 2008).



Depending on the effects that can be obtained when implementing projects at export-oriented enterprises, the following types are distinguished (Figure 1).

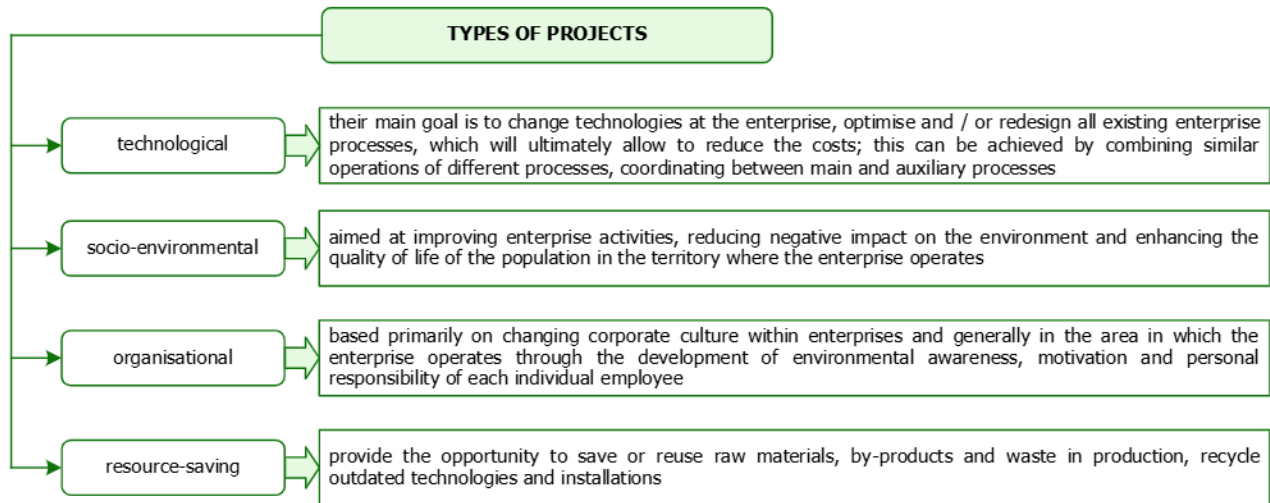


Figure 1. Types of projects that can be implemented at export-oriented enterprises.

The organisation stage of the project implementation process at export-oriented enterprises includes an assessment of all available and necessary resources, as well as opportunities for stakeholder involvement. Based on that, a general management cycle can be developed, which will be aimed at implementing the short-term and strategic goals of the enterprise.

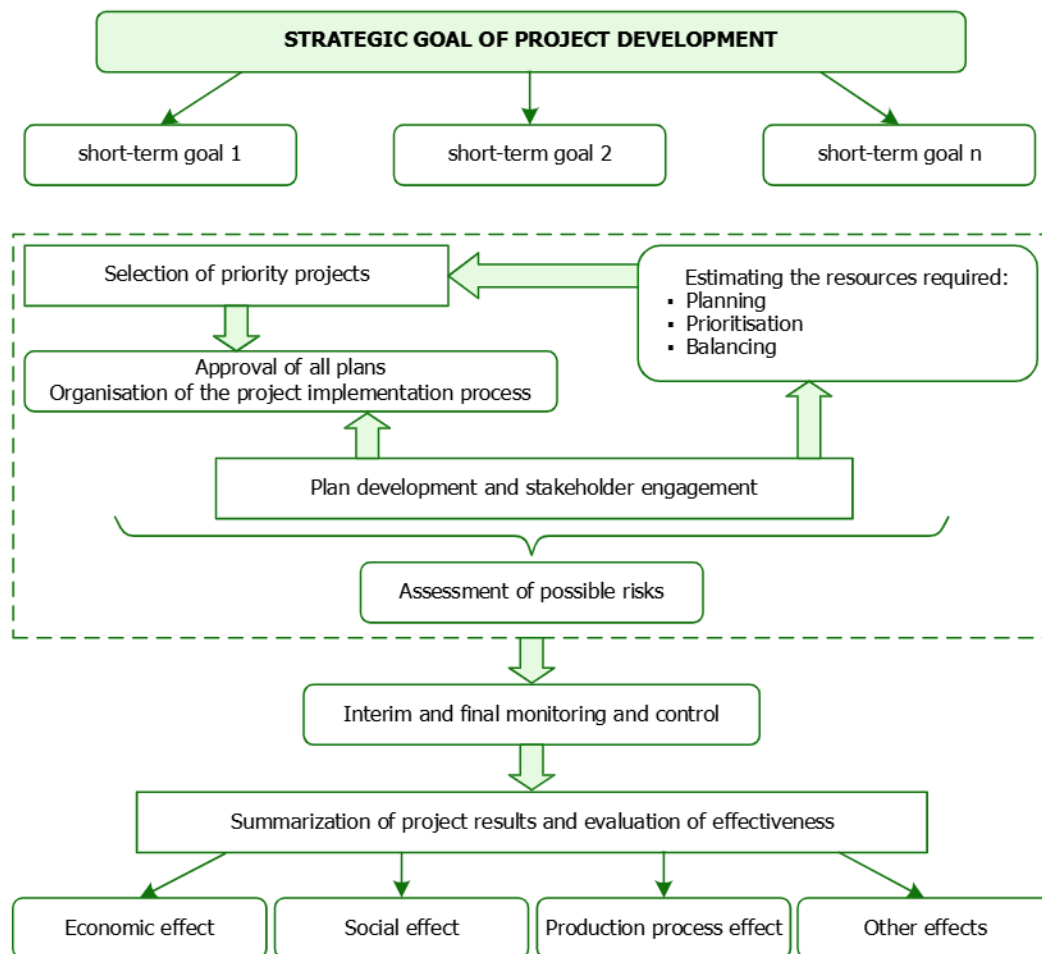


Figure 2. Project management cycle at export-oriented enterprises.

Implementing projects at enterprises in the energy sector results in various effects, including economic, social, environmental and production process effects (Figure 3).

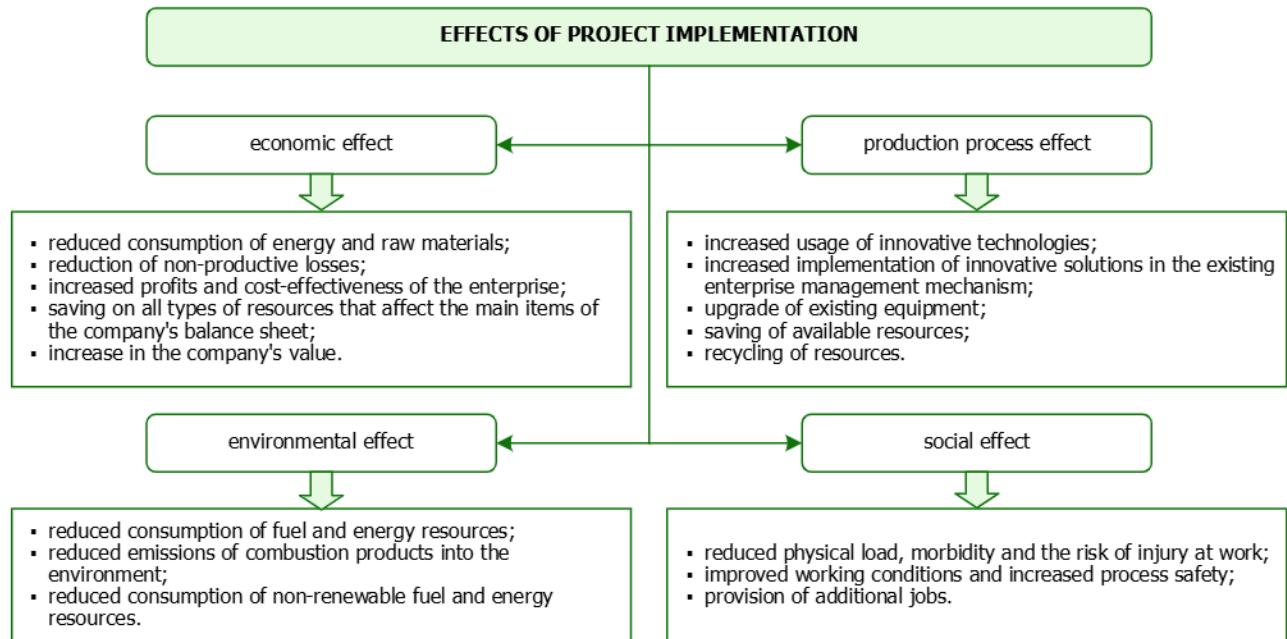


Figure 3. Effects of implementing projects at export-oriented enterprises.

One of the important stages during programme and project management is the implementation of an effective, timely and results-oriented control system (Figure 4), which will ensure not only the implementation of projects but also entry into new markets with the involvement of international assistance.

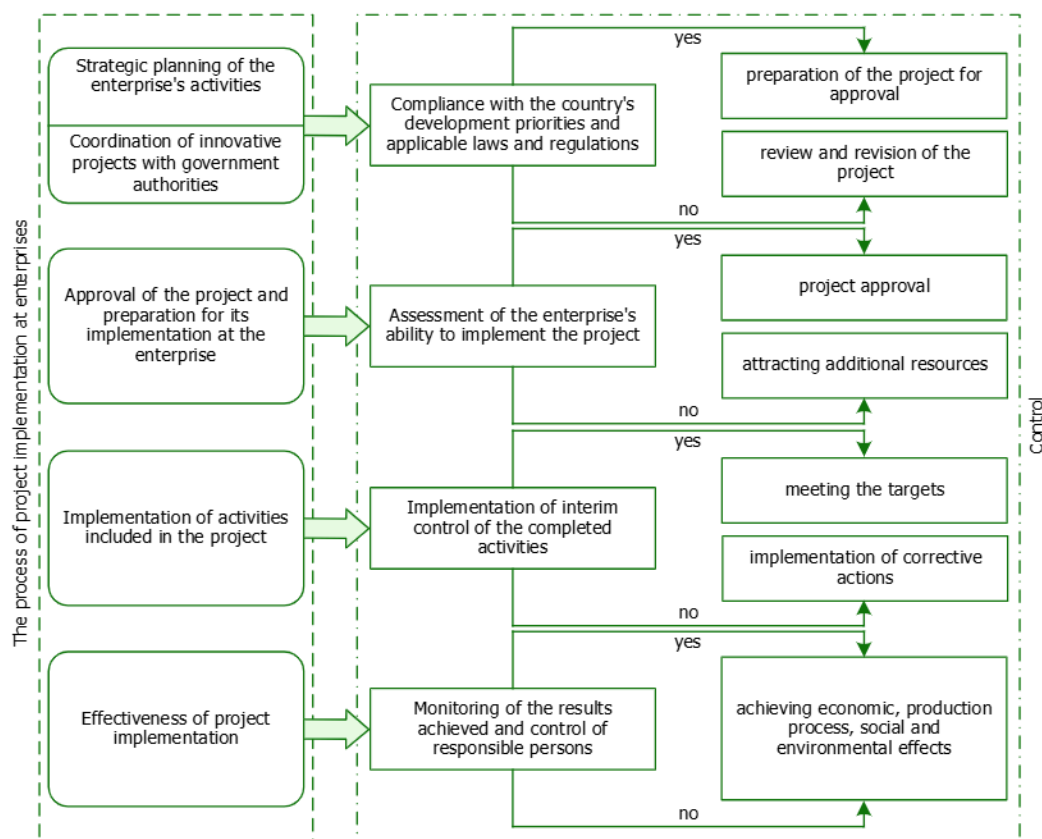


Figure 4. Control system for project implementation at enterprises.

Control over the implementation of each individual project should be assigned to managers and responsible persons, particularly over adherence to funding limits, completion timeframes, and achievement of planned indicators. Additionally, the following activities should be completed under the manager's control:

1. Development of project implementation plans based on resource arrival schedules and work completion schedules.
2. Planning of financial, material, and labour resources necessary for project implementation.
3. Selection of optimal sources for attracting investment resources aimed at project implementation, namely, own funds, credit resources, government financing, and sponsorship contributions.
4. Determining the optimal organisational structure that would facilitate project implementation.
5. Conducting an analysis of possible risks that affect project implementation and developing measures to mitigate them.
6. Planning of measures that would ensure the appropriate quality of final project indicators.
7. Organising the timely delivery of necessary components for project implementation, which may include commissioning installations, energy-saving equipment, etc.
8. Ensuring uninterrupted operations to commission the equipment for project implementation.
9. Carrying out the operation of technologies and equipment.
10. Conducting timely monitoring and control over the entire process of project implementation at enterprises (Sotnyk, Sotnyk & Kosaretskyi, 2024).

The effectiveness of programme and project management of enterprises is affected by external and internal risks. Therefore, enterprises need to develop effective risk management. The main types of risks are shown in Table 1.

**Table 1. Types of risks that affect the effectiveness of programme and project management of export-oriented enterprises and preventive measures for their mitigation.**

Nº	Types of risks	Preventive measures for risk mitigation
1.	Missile and drone attacks	In order to reduce the impact of these risks on export-oriented enterprises, the country needs to strengthen air defence and missile defence systems, increase their quantity, allocate necessary resources from the state budget for the installation of anti-drone nets and build gabions, as well as actively work with countries to ensure the timely receipt of assistance. At the enterprise level, it is necessary to seek promising projects and qualified personnel, scarce equipment, and, when necessary, repair damaged facilities to ensure uninterrupted operation.
2.	Changes in legislation	In this area, managers must conduct timely and complete monitoring of current legislation, take an active position for the adoption of necessary legislative changes, and participate in consultations with regulators. Also, enterprise lawyers should conduct timely audits of legal risks arising from changes in legislation and take measures to adapt to new requirements.
3.	Political and geopolitical risks	At the enterprise level, it is necessary to conduct timely analysis of the political situation, weighing all positive and negative aspects when concluding agreements with investors to protect their own interests in a timely manner. It is also necessary to monitor political and geopolitical events and be prepared to change the existing enterprise development strategy.
4.	Environmental restrictions	These concern the implementation of innovative projects at export-oriented enterprises that may cause harm to the environment. In order to avoid legal consequences for export-oriented enterprises, these projects need to be coordinated with environmental protection authorities before implementation. In addition, it is necessary to involve environmental protection organisations in mutual cooperation and create an environmental restoration plan not only for enterprises but also for the territories in which they operate.
5.	Financial risks	These have the most negative impact on the activities of export-oriented enterprises and on the possibilities of implementing innovative projects, as currency exchange rate fluctuations and excessive tax rates lead to contract failures and insufficient project funding. For these enterprises to remain effective, financial planning must be conducted, fixed contracts with suppliers must be concluded, and currency risks must be insured. Also, these enterprises should increase the size of the reserve fund, timely review all contracts when exchange rates change, and actively negotiate with financial institutions. In addition, financial instruments should be used to protect against currency risk by concluding forward contracts. Regular updating of the currency risk management strategy and taking appropriate measures can help reduce the impact of exchange rate fluctuations.
6.	Inaccuracies in estimating the total cost of projects	In order to accurately plan and assess the financial resources that enterprises are ready to invest in the projects, it is necessary to employ experienced experts to study all aspects of the projects in detail. In addition, budget data needs to be periodically updated, and measures to optimise costs should be taken.
7.	Delays in obtaining the necessary permits to implement innovative projects	In this area, it is necessary to plan and hold meetings with government authorities and other regulators to clarify the requirements and nuances of the procedure for obtaining such permits. If such permits are delayed, enterprise managers need to develop alternative scenarios in a timely manner to speed up the work with regulators.
8.	Technical problems	In order to avoid or correct them in a timely manner, enterprises should periodically conduct technical audits of operations, employ qualified consultants and engineers. Approval of effective technical solutions during construction and quick response to possible technical problems will reduce the amount of extra costs.
9.	Problems related to the failure of contracts and agreements	To reduce the negative impact of this risk, it is necessary to look for alternative partners, develop an action plan to solve problems, carefully plan the work, use additional reserves if necessary, and be ready for open communication with stakeholders.

Some of the above risks to the effectiveness of programme and project management of export-oriented enterprises can be assessed by conducting a survey in the form of polling experts (50 people) in this field. Based on that, the risks are ranked by the level of impact on the management system of export-oriented enterprises (Tomashuk & Tomashuk, 2022). The results of the survey, indicating the total number of respondents' opinions on the impact of a particular risk factor on the management system of export-oriented enterprises, are presented in Table 2.

**Table 2. Results of the survey on the impact of risks on the efficiency of programme and project management of export-oriented enterprises.**

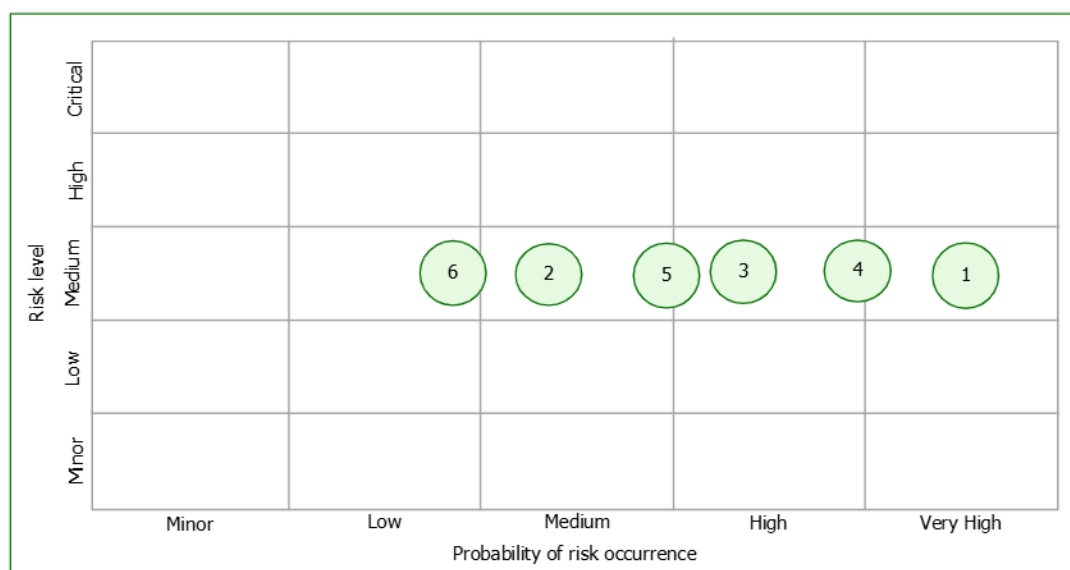
Risks	Risk level				
	Minor	Low	Medium	High	Critical
1. Missile and drone attacks	2	3	12	15	32
2. Changes in legislation	3	2	27	10	8
3. Technical problems	4	14	15	10	7
4. Financial risks	2	7	11	16	14
5. Political and geopolitical risks	4	6	12	15	13
6. Environmental restrictions	7	13	17	8	5

The next stage involves assigning values from 1 to 5 to each individual degree of impact of the critical risk factor, with "1" having a minor impact (up to 5 persons), "2" - 6 to 10 persons, "3" - 11 to 15 persons, "4" - 16 to 25 persons, and "5" - more than 25 persons. Based on that, a weighted average is calculated (Table 3).

**Table 3. Assignment of the degree of risk impact on the efficiency of programme and project management of export-oriented enterprises.**

Risks	Risk level					Average value
	Minor	Low	Medium	High	Critical	
1. Missile and drone attacks	1	1	3	3	5	2,6
2. Changes in legislation	1	1	5	2	2	2,2
3. Technical problems	1	3	3	2	2	2,6
4. Financial risks	1	2	3	4	3	2,6
5. Political and geopolitical risks	1	2	3	3	3	2,4
6. Environmental restrictions	2	3	4	2	1	2,4

Based on the calculated data in Table 2 and Table 3, we will build a map of risks that affect the effectiveness of programme and project management of export-oriented enterprises (Figure 5).



**Figure 5. Map of risks that affect the efficiency of programme and project management of export-oriented enterprises.**

The largest negative impact on the activities of export-oriented enterprises comes from missile and drone attacks, as well as financial risks, the probability of their occurrence being quite high. However, it is worth considering the peculiarities of risk management, which indicate that the process of risk identification does not take into account changes in people's attitudes towards them, leading to overestimation or underestimation of risks. This situation has arisen because all concepts of risk management are based on the assumption that people behave rationally during management decision-making (Bebyk, Kapiika & Makarenko, 2019). To understand the development potential of export-oriented enterprises, let's analyse the commodity structure of Ukraine's foreign trade in goods for 2023-2024 (Table 4), as well as its geographical structure (Figure 6). From the table, we can conclude that in 2024, Ukraine's foreign trade turnover amounted to USD 112.3 billion, an increase of 13% compared to the previous period. At the same time, the overall volumes of foreign trade showed significantly higher growth rates (23%), thus outpacing the projected global growth by 10 times.

**Table 4. Commodity structure of Ukraine's foreign trade in goods for 2023-2024, USD million (Ukraine's Foreign Trade in Goods, 2024).**

Code and name	2023				2024				Changes vs the previous period		
	trade turnover	export	import	balance	trade turnover	export	import	balance	trade turnover	export	import
Total	99414	35958	63456	-27497	112267	41589	70679	-29090	13%	16%	11%
Food and agricultural products	28796	21846	6950	14896	32247	24607	7639	16968	12%	13%	10%
Mineral products	2233	1963	270	1693	3423	3159	264	2895	53%	61%	-2%
Fuel and energy products	10729	391	10338	-9947	9099	201	8898	-8696	-15%	-49%	-14%
Chemical products, rubber	12184	1145	11039	-9894	12948	1204	11744	-10541	6%	5%	6%
Leather, fur and fur products	336	78	258	-180	352	100	252	-152	5%	28%	-2%
Wood, pulp, and paper products	2726	1713	1014	699	2846	1700	1146	554	4%	-1%	13%
Textile, textile products, footwear	3287	407	2880	-2474	3606	748	2857	-2109	10%	84%	-1%
Products made of stones, glass, and ceramics	982	293	689	-396	1046	324	722	-398	7%	11%	5%
Metals and metal products	7246	3888	3357	531	8304	4444	3860	583	15%	14%	15%
Machinery, equipment, etc.	22670	2852	19818	-16966	28445	3459	24986	-21527	25%	21%	26%
Other goods	8225	1383	6842	-5459	9951	1642	8309	-6666	21%	19%	21%

Regarding the geographical structure of foreign trade in goods, we can note that the EU continues to lead, particularly in exports from Ukraine, accounting for 59.5%. Despite the implementation of a favourable trade regime, the EU's share in the geographical structure of exports has significantly decreased compared to 2023. China was Ukraine's second-largest trading partner after the EU during 2024, with a trade turnover of USD 16.8 billion. Regarding imports of Chinese goods (USD 14.4 billion), we can note that they significantly exceeded domestic exports to China (USD 2.4 billion), resulting in a negative trade balance amounting to USD 12 billion. Compared to 2023, imports of goods increased by 37.6%, whilst exports decreased by 0.5%. As we can see, the export activities of enterprises are unstable; therefore, it is necessary to improve both the management system and strategic communication with other countries of the world.



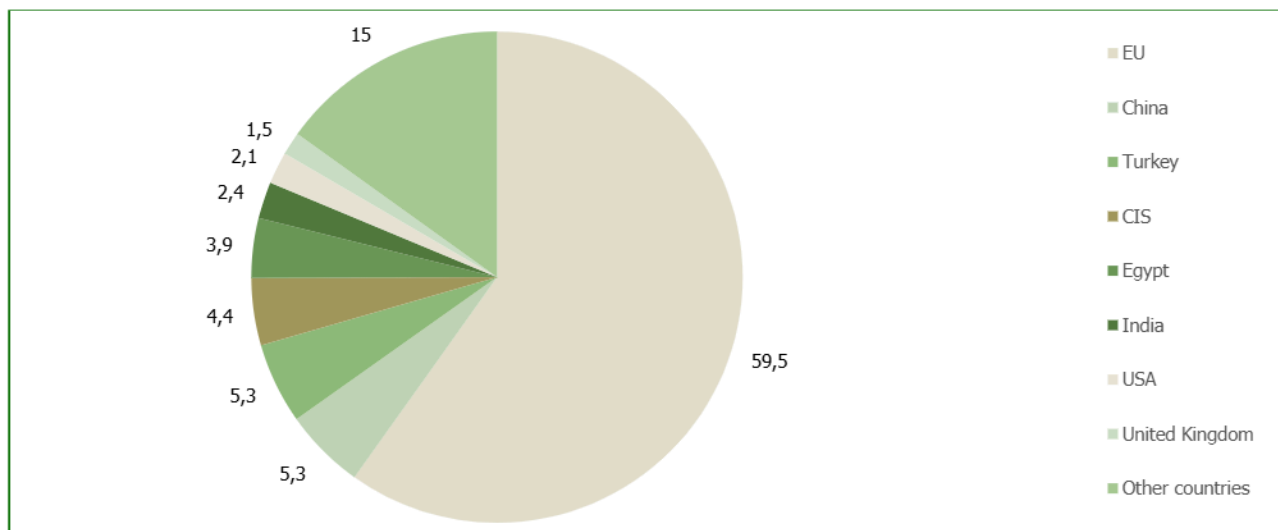


Figure 6. Geographical structure of Ukraine's export of goods in 2024 (Ukraine's Foreign Trade in Goods, 2024).

For the programme and project management of export-oriented enterprises to be effective, it is necessary to actively use strategic communication tools. It should be noted that the concept of strategic communications specifically for export-oriented enterprises should be understood as the proper and coordinated use of all communication capabilities of the enterprise to promote its goods or services. Strategic communication includes public relations, information and psychological operations, military communications, and others. A rather effective tool in the strategic communication of export-oriented enterprises is the OASIS planning model, which includes objectives, audience, strategy, implementation, and scoring (evaluation), which defines the processes of developing and further implementing communication strategies. This model is widely used in Great Britain (Ovsienko, 2022).

Since planning of export-oriented enterprises is mostly a multi-stage and complex process, the OASIS model is used to organise it in an optimal manner and highlight the main tasks. Its main purpose is to ensure a coordinated planning process and simplify it for further implementation. Thanks to this model, export-oriented enterprises can determine the sequence of communications and the possibility of their interactions to achieve a specific result.

The OASIS model has interconnected stages, namely the identification of objectives, finding an audience, implementing possible projects, and evaluating them. This model, for the purpose of developing strategic communications allows to clearly outline the objectives when planning the implementation of projects at export-oriented enterprises, identify the target audience, develop an appropriate development strategy to achieve the set tasks, plan and implement the chosen strategy, as well as evaluate the expected results of such projects implementation (Figure 7).

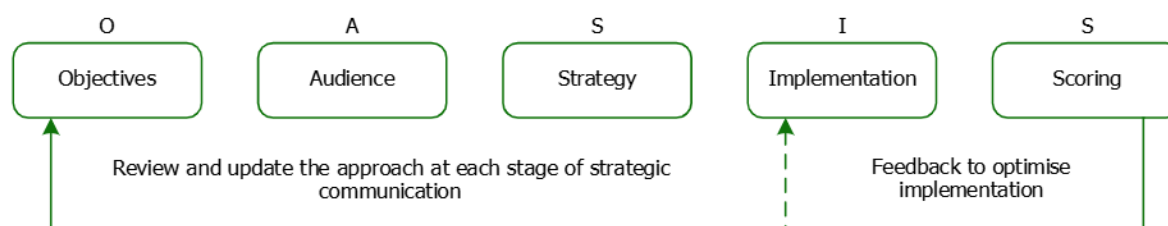


Figure 7. Structural elements of the OASIS model during implementation of strategic communications in the management system of export-oriented enterprises. (Source: Mnykh & Savchenko, 2022)

To develop strategic communication in export-oriented enterprises using OASIS, the following algorithm should be applied:

1. Outline objectives, which are an extremely important structural element of this model. It is necessary to identify the goals for which the projects will be implemented and what the enterprise plans to achieve. This could be a change in management style, possible implementation of reforms, or conversely, support for the outlined management policy. A clear understanding of the project objectives will help improve the existing management system of such enterprises, develop an effective strategy, and use effective tools to determine actions, control points, and ways to achieve results.

2. Analyse the target audience to understand where goods will be exported after project implementation. This involves evaluating the possible target audience, their habits, places and tools where they consume information, and which channels are used. The application of identified insights will allow for the formation of a target audience image and ensure the desired result is achieved.
3. Develop a strategy for promoting the products of such enterprises, considering possible ways to achieve goals, defining concepts and approaches to communication activities. This stage involves using unique insights to develop a communication strategy, select optimal communication channels, and engage partners for successful strategy implementation.
4. Create a clear plan for strategy implementation, which includes the distribution of necessary resources and the establishment of channels and timeframes. Getting partners and influential persons involved is an important element to enhance the impact of communication measures. Moreover, using low-budget approaches, especially in PR and partnerships, helps optimise resources and implement the chosen strategy.

For a detailed assessment of the target audience's interaction with a specific enterprise, "journey maps" of the audience are developed, analysing the audience's behaviour and attitudes over a defined period of time. This concept allows outlining the main stages of audience interaction with the relevant communication channels.

An enterprise audience "journey map" includes the following structural elements:

1. Identification of the various stages that the audience may go through, from the first contact with information to purchasing a product or changing behaviour.
2. Determining the features of audience interaction with communication messages or materials.
3. Evaluating the impact of communication measures on the audience at different stages.
4. Identifying factors that hinder or change audience behaviour.

Using the audience "journey map", export-oriented enterprises can effectively develop their strategies, taking into account the specifics of each stage of interaction with the audience, and prepare an action plan for implementing such an approach in communication. In this aspect, it is important how communication will be conducted and which tactics should be chosen to achieve goals.

5. Scoring and evaluation of results within the formed enterprise strategy. It is necessary to analyse and systematically track both final results and intermediate performance indicators during the period of enterprise strategy implementation. This stage will make it possible to evaluate effectiveness and make necessary adjustments during project implementation at export-oriented enterprises.

Based on the considered features of strategic communications of export-oriented enterprises, it can be concluded that using the modern OASIS communication management model will provide a systematic and effective approach to planning, implementing, and evaluating communication strategies.

Therefore, to improve the program-project management of export-oriented enterprises, the following measures should be taken:

1. Conduct a thorough analysis of the current needs of export-oriented enterprises, assess possible risks, challenges, and tasks using programme and project management and the OASIS model.
2. Integrate and adapt the basic principles of OASIS to the real conditions of export-oriented enterprises.
3. Develop a system of training and professional development for specialists who would be able to manage projects.
4. Ensure training for communication specialists who could use the OASIS model.
5. Establish a system for measuring project implementation results based on key performance indicators and conduct periodic monitoring of their achievement, making adjustments, if necessary, since any project can be implemented differently in various realities.
6. Ensure the flexibility and adaptability of projects to possible changes in the political, social, and technological environment.
7. Employ experts in communications and strategies for consultation and support of OASIS model implementation.

The implementation of the proposed measures using programme and project management and the OASIS model at export-oriented enterprises can become a tool not only for successful project implementation but also for establishing strategic communications with external investors and potential partners.

## DISCUSSION

The necessity of this research is due to the fact that in conditions of continuing war, the implementation of innovative projects and improvement of the management system are important for export-oriented enterprises. This will allow making balanced management decisions and achieving economic, production process, environmental, and social effects. The use of programme and project management at export-oriented enterprises will allow not only to implement projects but also to conduct timely and effective control.

We agree with the approaches of researchers such as O. Ovsienko, O. Savchenko, V. Svitlychna, and O. Mnykh, and others regarding the focus on researching the system for implementing projects into enterprise activities (Ovsienko et al., 2022). Valuable contributions in this field were made by the studies of A. Abolhasanzad, I., Trembach, B., Trembach, V. Shashko, and others, who focus more on the need for timely and effective control over project implementation in enterprise activities (Abolhasanzad et al., 2019).

At the same time, the authors did not focus on possible risks that directly affect the activities of export-oriented enterprises and the role of strategic communications during project implementation in their activities. Therefore, our research is important and relevant as it focuses on these issues and conducts a practical assessment of the impact of risks on enterprise activities and substantiates the need to use one of the strategic communication models.

## CONCLUSIONS

The article detailed the essence of the “programme and project method” and the features of its use in the enterprise management system. This concept refers to an analytical approach that encompasses the development of programs both at the state level and at the level of individual business entities, consisting of a set of interrelated projects. Program and project management, in turn, involves managing the full life cycle of these programs — from the planning stage to implementation, monitoring results, and accounting for risks caused by both internal and external factors. The study considered various types of projects, namely technological, socio-environmental, organisational, and resource-saving projects that can be implemented in enterprises. The project management cycle includes the formation of a strategic goal, selection of priority projects, assessment of required resources, planning, prioritization, balancing, approval of all plans, organization of project implementation processes, conducting intermediate and final monitoring and control, development of stakeholder engagement plans, risk assessment, and evaluation of project outcomes to determine their effectiveness. Additionally, a system for monitoring project implementation at export-oriented enterprises was present for all stages: strategic business planning, project approval and preparation for implementation within the enterprise, implementation of project activities, and evaluation of project effectiveness.

The authors have identified the key types of risks that affect the effectiveness of program and project management in export-oriented enterprises. These include missile and drone attacks, legislative changes, technical problems, financial risks, political and geopolitical threats, and environmental restrictions. Based on this, preventive measures have been proposed to mitigate these risks, and a risk map has been developed. Missile and drone attacks, along with financial risks, have the most significant negative impact on the operations of export-oriented enterprises, with a consistently high probability of occurrence. At the same time, it is crucial to consider the specifics of modern risk management: during the risk identification process, changes in people's attitudes toward threats are often overlooked. This leads to either overestimation or underestimation of risks, distorting the actual risk landscape. Such a situation arises because most traditional risk management approaches are based on the assumption of rational human behaviour in decision-making, while in reality, especially during crises or under uncertainty, emotional and irrational responses often prevail.

The study emphasises the necessity of employing the modern communication management model OASIS, which enables an effective approach to planning, implementing, and evaluating a company's strategy. The OASIS model encompasses a series of interrelated stages, including goal setting, target audience identification, project development and implementation, as well as evaluation of their effectiveness. Using this model in strategic communications is especially appropriate for export-oriented enterprises, as it allows you to clearly formulate goals within the framework of project implementation



planning; determine the key audience to which the communication impact will be directed; develop an effective development strategy that will meet the needs of both the enterprise and the market; plan and implement the selected strategy adapted to the specifics of the external environment; evaluate the results, comparing them with the planned indicators.

Thus, the OASIS model serves as a tool for a systematic approach to planning, implementation, and analysis of strategic initiatives, enhancing project management effectiveness in enterprises targeting foreign markets.

Based on the conducted research, the following areas for improving the programme and project management of export-oriented enterprises were identified:

1. Conducting a thorough analysis of current needs and planning of export-oriented enterprises, with assessment of possible risks and challenges using programme and project management and the OASIS model.
2. Developing a system of training and professional development for specialists who would be able to manage projects and use the OASIS model in their work.
3. Improving the system for evaluating the effectiveness of project implementation based on key performance indicators.
4. Ensuring the flexibility and adaptability of projects to possible changes in the political, social, and technological environment by developing an effective risk management system.
5. Improve existing management models under external threats by developing adaptive program-project approaches that take into account the impact of military, political, logistical, and economic risks. This will enable export-oriented enterprises to respond flexibly to external environmental challenges.
6. Develop a long-term development strategy for the entire industry using program-project management to integrate multiple projects into a unified strategy for international expansion, considering market diversification, product adaptation, and innovation.
7. Enhance existing methods for evaluating the effectiveness of program-project management in export-oriented enterprises based on new criteria and indicators that assess the impact of external markets.

Since military operations in the country continue, this research will remain relevant in the future because enterprises need to develop their activities by implementing various innovative projects, responding to possible risks in a timely manner, and establishing an effective system of strategic communications. This will not only become a tool for successful project implementation but will also improve the existing system of strategic communications with external investors and potential partners.

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## ADDITIONAL INFORMATION

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### AUTHOR CONTRIBUTIONS

*All authors have contributed equally.*

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*The Authors declare that there is no conflict of interest.*

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## НЕОБХІДНІСТЬ ВИКОРИСТАННЯ ПРОГРАМНОГО ТА ПРОЄКТНОГО МЕНЕДЖМЕНТУ НА ЕКСПОРТООРІЄНОВАНИХ ПІДПРИЄМСТВАХ

Функціонування всіх економічних суб'єктів, у тому числі експортоорієнтованих підприємств, впливає на рівень і розвиток національної економіки. Тому більшість із них орієнтується на реалізацію інноваційних проєктів, які дозволять досягти більш високих показників ефективності та вийти на нові ринки. У цьому контексті важливими питаннями є вивчення системи управління на цих підприємствах, оцінка можливих ризиків, що впливають на їхню діяльність, і роль стратегічних комунікацій у цьому процесі. Основною метою дослідження є розкриття особливостей програмного та проєктного управління на експортоорієнтованих підприємствах для забезпечення їхньої економічної безпеки.

Ураховуючи це, у роботі досліджено наукові підходи до визначення поняття «програмне та проєктне управління» й необхідність його використання в діяльності підприємства. Додатково було розроблено ефективний цикл управління проєктами для експортоорієнтованих підприємств, а також оцінено ризики, що впливають на можливості реалізації проєкту. Досліджено роль стратегічних комунікацій в управлінні програмами та проєктами експортоорієнтованих підприємств і надано рекомендації, спрямовані на вдосконалення існуючої системи управління.

Під час роботи використано загальні та спеціальні наукові методи дослідження, зокрема методи логічного узагальнення та наукової абстракції в процесі узагальнення підходів до особливостей використання програм і проєктів управління на експортоорієнтованих підприємствах; методи порівняльного та структурно-факторного аналізу при розробці ефективного циклу управління проєктами на експортоорієнтованих підприємствах; методи індукції та дедукції, які використовують для вивчення оцінки критичних ризиків, що впливають на можливості реалізації проєктів і роль стратегічних комунікацій на експортоорієнтованих підприємствах.

Уперше проаналізовано особливості використання програмного та проєктного менеджменту на експортоорієнтованих підприємствах у зв'язку із застосуванням сучасної моделі управління комунікаціями OASIS, яка забезпечить ефективний підхід до планування, реалізації та оцінки стратегій підприємства. Оцінено ризики, які впливають на цю систему управління цими підприємствами. Практична значущість дослідження полягає в тому, що реалізація управління програмами та проєктами на експорто-орієнтованих підприємствах і використання моделі управління комунікаціями OASIS можуть стати інструментами не тільки для успішної реалізації проєкту, а й для налагодження стратегічних комунікацій із зовнішніми інвесторами та потенційними партнерами.

**Ключові слова:** аграрний сектор, економічна безпека, експортоорієнтовані підприємства, програмне та проєктне управління, проєкти, сектор оборони, стратегічні комунікації

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