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CLASSICAL AND ALTERNATIVE DEVELOPMENT OF ENTERPRISES AND ORGANIZATIONS: ISSUES OF ECONOMIC SECURITY, RESILIENCE, AND STABILITY

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КЛАСИЧНИЙ ТА АЛЬТЕРНАТИВНИЙ РОЗВИТОК ПІДПРИЄМСТВ ТА ОРГАНІЗАЦІЙ: ПРОБЛЕМИ ЕКОНОМІЧНОЇ БЕЗПЕКИ, СТІЙКОСТІ ТА СТАБІЛЬНОСТІ

Мета статті полягає у теоретичному обґрунтуванні та порівняльному аналізі класичного й альтернативного розвитку підприємств та організацій з позицій виявлення ключових проблем їх економічної безпеки, стійкості та стабільності. У ході дослідження встановлено, що моделі розвитку окреслених суб'єктів формуються на різних управлінських парадигмах, відтак по-різному впливають на специфіку господарювання. Класичні моделі, орієнтовані на довгострокове планування, ієрархічність та контроль, забезпечують відносну стабільність функціонування підприємств та організацій за умов передбачуваного середовища, однак виявляють обмежену здатність до адаптації та стійкості в умовах високої турбулентності. Водночас альтернативні моделі базуються на гнучкості, інноваційності та швидкому реагуванні на зміни, відтак підвищують адаптивність підприємств та організацій, проте супроводжуються зростанням рівня ризиків і загроз в їх економічній безпеці. Доведено, що однобічне застосування як класичних, так і альтернативних моделей розвитку не забезпечує належного балансу між економічною безпекою, стійкістю та стабільністю підприємств та організацій враховуючи циклічність розвитку економіки. Звернено увагу на той факт, що зазначені моделі розвитку мають розглядатися не ізольовано, а як взаємопов'язані та взаємодоповнювальні елементи цілісної системи управління. Констатовано, що подолання виявлених суперечностей можливе через застосування гібридних моделей розвитку підприємств та організацій, які поєднують структурованість і передбачуваність класичного підходу з гнучкістю та інноваційністю альтернативного підходу. Констатовано, що на відміну від інших моделей розвитку, явище гібридності дозволяє підприємствам та організаціям підтримувати стабільність в умовах передбачуваності та ефективно реагувати на виклики в умовах кризи та змінності, забезпечуючи довготривалу життєздатність за будь-якого стану економічного середовища. Зауважимо, що практична значущість отриманих результатів полягає у можливості їх використання при трансформації моделей розвитку підприємств та організацій з урахуванням сучасних викликів і ризиків.

The purpose of the article is to provide a theoretical justification and a comparative analysis of classical and alternative development of enterprises and organizations from the perspective of identifying key issues related to their economic security, resilience, and stability. The study finds that classical and alternative development models of the examined entities are formed within different managerial paradigms and therefore exert different influences on the nature of economic activity. Classical models, oriented toward long-term planning, hierarchical structures, and control, ensure relative operational stability of enterprises and organizations under predictable environmental conditions; however, they demonstrate limited adaptability and resilience under conditions of high turbulence. At the same time, alternative models based on flexibility, innovativeness, and rapid responsiveness to change enhance the adaptability of enterprises and organizations, but are accompanied by increased levels of risk and heightened threats to their economic security. It is proven that the unilateral application of either classical or alternative development models does not ensure an adequate balance between economic security, resilience, and stability of enterprises and organizations under conditions of cyclical economic development. These development characteristics should therefore be considered not in isolation, but as interconnected and complementary elements of an integrated management system. The study concludes that overcoming the identified contradictions is possible through the application of hybrid development models of enterprises and organizations, which combine the structural order and predictability of the classical approach with the flexibility and innovativeness of the alternative approach. Unlike other development models, hybridity enables enterprises and organizations to maintain stability under predictable conditions and to respond effectively to challenges in times of crisis and volatility, thereby ensuring long-term viability regardless of the state of the economic environment. The practical significance of the obtained results lies in their applicability to the transformation of enterprise and organizational development models in light of contemporary challenges and risks.

Ключові слова: *економічна безпека; альтернативний розвиток; стійкість розвитку; стабільність функціонування; гібридній розвиток; трансформації моделей розвитку.*

Keywords: *economic security; alternative development; development resilience; operational stability; hybrid development; transformation of development models.*

Problem statement. The economy is a cyclical system that evolves through the continuous alternation of periods of relative stability and phases of significant volatility in the processes of production, distribution, and consumption of goods. These fluctuations directly affect the financial, resource, technological, and organizational dimensions of the activities of enterprises and organizations [7].

During periods of economic expansion, economic actors increase production, expand sales markets, and invest in technology and human capital. In contrast, during downturns they are forced to operate under conditions of declining demand, reduced financing, and the need to optimize resources.

It is the cyclical nature of the economy that drives the alternation between classical and alternative development paths of enterprises and organizations. This alternation determines not only the strengthening or weakening of their responsiveness to external and internal challenges, but also the transformation of approaches to ensuring uninterrupted operation, adaptive development, and the preservation of stability in key performance parameters.

Under such conditions, the vulnerability of economic entities to risks and uncertainty increases, which in turn brings to the forefront the issues of economic security, resilience, and stability of enterprises and organizations.

Thus, in the domain of economic security, issues periodically arise related to declining financial independence and liquidity, increasing credit and currency risks, disruptions in the stability of cash flows, loss of competitive positions in markets, cyberattacks and leakage of commercial information, as well as threats to the erosion of the production, resource, and innovation potential of enterprises and organizations.

From the perspective of development resilience, key recurring challenges include the limited adaptability of enterprises and organizations to rapid changes in the external environment, reduced capacity for recovery after crisis shocks, dependence on individual resource suppliers or sales markets, instability of organizational structures and business processes, as well as an insufficient level of strategic flexibility and managerial responsiveness.

In the context of operational stability, problems periodically intensify with regard to maintaining the balance of core economic indicators, preserving the continuity of production and management processes, ensuring predictability of performance outcomes, workforce stability, and trust on the part of counterparties and stakeholders. Disruptions to stability are often manifested in fluctuations in production volumes, revenues, and profitability, increased social tension within organizations, and a decline in long-term investment attractiveness.

Analysis of research and publications. Despite the fact that the issues of classical and alternative development models of enterprises and organizations are fairly systematically addressed in the works of Georgiadi N., Getmanov S. [2], Borovyi A.I. [1], Grechko A., Ocheretiana O. [3], Usichenko I., Myronenko M., and Lysenko T. [7], a comprehensive study of their interaction in the context of economic security, resilience, and stability as complementary characteristics of development remains unrealized.

In particular, Usichenko I., Myronenko M., and Lysenko T. [7] drew attention to the contradiction between the need for strategic predictability and the requirement for adaptability, which, in turn, necessitates the formation of hybrid development models capable of simultaneously ensuring control, flexibility, and long-term viability of enterprises and organizations.

Borovyi A.I. [1] repeatedly emphasized the growing turbulence of the external environment, manifested in crisis phenomena, geopolitical risks, technological shifts, and market instability, and stressed that reliance exclusively on either classical or alternative development models is insufficient to ensure an adequate level of economic security for enterprises.

In turn, Georgiadi N. and Getmanov S. [2] focused on the practical demands of managerial activity, noting that modern managers require tools that allow not only for responding to existing threats but also for proactively shaping the potential for resilient and secure development.

Given the high relevance of the outlined issues, particular importance is attached to rethinking contemporary enterprise development models in light of their interconnection with the parameters of economic security, resilience, and stability—parameters that determine the ability of economic entities not only to survive under conditions of turbulence but also to ensure development in the long term.

Formulation of the article's objectives. The purpose of the article is to provide a theoretical justification and a comparative analysis of classical and alternative development of enterprises and organizations from the perspective of identifying key issues of economic security, resilience, and stability.

The paper main body. We agree with the view of Georgiadi N. and Hetmanov S. that classical and alternative development of enterprises and organizations differ in terms of management logic, sources of growth, approaches to risk, and responses to instability in the external environment.

The category of "classical development," as a conceptual construct, emerged in the mid-twentieth century and is derived from the experience of industrial economies, particularly in the post–World War II period, when the key priorities were economic recovery, scaling up production, and ensuring stable growth.

Since classical development is based on evolutionary, gradual growth under conditions of relative stability of the economic environment, it is characterized by the following core features [3; 5-7]: orientation toward long-term planning; hierarchical organizational management structures; standardized business processes; predictability of market conditions; reliance on historical data and models in decision-making; a focus on improving efficiency, profitability, and competitiveness through cost optimization and scaling; risk minimization through control, regulation, and diversification within familiar markets; economic security ensured through stable resource management and structural predictability.

A systematic generalization of these characteristics (see Figure 1) highlights that classical development is grounded in managerial decisions based on historical data and established models of supply and demand.

***Conditions under which the features can be manifested:** stable resource flows, clearly defined organizational structures, and a low level of managerial uncertainty.*

Feature: orientation toward long-term planning. **Manifestation:** formulation of strategic goals and development plans based on relatively stable forecasts.*	**Feature:** hierarchical organizational management structures. **Manifestation:** establishment of a management system with clearly defined levels of responsibility and subordination.	**Feature:** standardized business processes. **Manifestation:** formalized, regulated, and repetitive operational procedures.**
Feature: predictability of market conditions. **Manifestation:** relative stability of demand and supply, price parameters, and the competitive environment.	**Result of feature manifestation: managerial decisions based on established influence models.**	**Feature:** stable resource management and structural predictability. **Manifestation:** maintenance of financial, production, and human resource security.
Feature: use of historical data in decision-making. **Manifestation:** reliance on retrospective analysis of financial and economic indicators, established economic patterns, and proven models to justify managerial decisions.	**Feature:** focus on improving efficiency, profitability, and competitiveness. **Manifestation:** concentration on cost reduction, economies of scale, increased resource productivity, and expansion of operations within existing markets.	**Feature:** economic security, resilience, and stability ensured through stable resource management and structural predictability. **Manifestation:** risk management through strict rules, internal control, security standards, and limited diversification.

***Conditions under which the features can be manifested:** stable resource flows, clearly defined organizational structures, and a low level of managerial uncertainty.*

Figure 1. Systematic generalization of the key features of classical development of enterprises and organizations

Note:
* Stable forecasts are those that assume gradual growth, consistency of managerial decisions, and a low probability of abrupt changes in the external environment.
** These refer to procedures aimed at reducing outcome variability, increasing controllability, and improving operational efficiency.
***Source:** developed based on [3; 5-7]*

Its primary objective is to enhance efficiency, profitability, and competitiveness by means of cost optimization, production scaling, and the stable utilization of resources [4; 8]. Thus, within the framework of classical development of enterprises and organizations, risks are regarded as factors that should be minimized. Accordingly, economic security is ensured primarily through control, while development resilience and operational stability are achieved through systematic regulation and diversification within traditional markets. For example, in industrial enterprises this is manifested through the implementation of strictly regulated production standards, long-term contracts with reliable suppliers and consumers, maintenance of a stable product portfolio, and limited technological modernization without radical changes to the production process.

Alternative development as a scientific category emerged in the late twentieth and early twenty-first centuries within the broader concept of alternative development, which arose in response to the structural limitations of classical growth models. These limitations include excessive dependence on the stability of the external environment, low flexibility and adaptability to rapid change, and a predominant focus on quantitative rather than qualitative indicators of development.

Since such development emerges as a response to instability, uncertainty, and the multidirectional nature of contemporary economic processes—which require flexibility, adaptability, and rapid transformation—it is characterized by the following key features [2-3; 6]: high adaptability to changes in the external environment; readiness for transformation and strategic rethinking; flexible organizational structures; decentralized management and decision-making; active use of innovation, digital technologies, and network-based forms of interaction; partnership, openness, and collaboration as the foundation of new business models; perception of risks as potential sources of growth; economic security viewed not as stability, but as the capacity for rapid response, recovery, and resource reallocation in line with emerging challenges.

The systematic generalization of the outlined features (see Figure 2) highlights the fact that, within alternative development, risks are not only minimized but are also consciously accepted as sources of new opportunities.

Conditions under which the features can be manifested: *nonlinear growth trajectories and the possibility of leapfrogging or asymmetric development.*

Feature: high adaptability to changes in the external environment. **Manifestation:** ability to respond rapidly to economic, technological, institutional, and market changes.*	**Feature:** readiness for transformation and strategic rethinking. **Manifestation:** openness to revising established strategic orientations, business models, and areas of activity.	**Feature:** flexible organizational structures. **Manifestation:** predominance of network-based, project-based, or matrix organizational forms that enable rapid reallocation of authority, resources, and responsibility depending on the situation.
Feature: decentralized management and decision-making. **Manifestation:** delegation of a significant share of managerial authority to lower levels or autonomous teams.**	**Result of feature manifestation: managerial decisions based on variable influence models in response to emerging challenges.**	**Feature:** active use of innovations, digital technologies, and network-based forms of interaction. **Manifestation:** integration of digital platforms, automation, data analytics, artificial intelligence, and interorganizational networks.**
Feature: partnership, openness, and collaboration as the foundation of new business models. **Manifestation:** orientation toward co-creation of value with partners applying an ecosystem-based approach to development.	**Feature:** perception of risks as potential sources of growth. **Manifestation:** conscious acceptance of uncertainty and risks as opportunities for innovation, entry into new markets, and the formation of competitive advantages	**Feature:** economic security, resilience, and stability viewed as the capacity for rapid response, recovery, and resource reallocation. **Manifestation:** risk management through flexible resource maneuvering, scenario planning, and crisis-response mechanisms.

Conditions under which the features can be manifested: *nonlinear growth trajectories and the possibility of leapfrogging or asymmetric development.*

Figure 2. Systematic generalization of the key features of alternative development of enterprises and organizations.

Note:
* Such responses are implemented through rapid adjustment of goals, processes, and resource priorities.
** These refer to procedures that reduce response time and improve decision quality in a dynamic environment, or enhance the efficiency, speed, and scalability of activities.
Source: *developed based on [2-3; 6]*

Thus, within the framework of alternative development of enterprises and organizations, risks are viewed as sources of new opportunities. Accordingly, economic security is ensured primarily through the capacity for rapid response, recovery, and resource reallocation, while development resilience and operational stability are achieved through scenario planning, crisis-response mechanisms, and organizational shock resilience.

For example, in high-technology companies, alternative development is implemented through rapid testing of new products and business models (MVPs, agile approaches), where potential failures are treated as sources of learning and subsequent growth. In the event of changes in demand or the emergence of technological breakthroughs, such enterprises promptly reallocate investments, human resources, and production capacities toward promising areas, maintaining economic security not through rigid control but through the speed of response.

Under this distinction, it becomes evident that the key difference lies in the fact that classical development of enterprises and organizations is oriented toward stability and predictability, whereas alternative development focuses on flexibility, adaptation, and innovative responses to challenges.

A more detailed differentiation across each dimension gives rise to specific sets of problems: economic security (associated with operational stability, efficiency, and competitiveness); resilience (related to the potential for long-term growth); stability (linked to the manageability of change and internal equilibrium).

Accordingly, the contemporary specification of economic security, resilience, and stability issues in the context of classical and alternative development of enterprises and organizations is presented in Table 1.

In essence, classical development generates problems primarily due to its inertia and dependence on a stable environment, whereas alternative development does so through the acceptance of risks associated with high dynamism, uncertainty, and transformational processes [4; 8]. This necessitates the integration of both approaches to ensure an adequate level of economic security, resilience, and stability of enterprises and organizations. In this regard, hybrid development models are required to enhance economic security, resilience, and stability.

Table 1. Specification of economic security, resilience, and stability issues in the context of classical and alternative development of enterprises and organizations

Direction of analysis	Classical development: key issues	Alternative development: key issues
Economic security (the state of protection of activities and development from internal and external threats)	High dependence on the stability of the market and institutional environment. Limited capacity to withstand sudden crisis shocks. Vulnerability to structural changes in the market. Conservatism in the adoption of innovations. Financial security risks due to inertial financial models.	Elevated levels of operational and strategic risks due to experimental development models. Instability of financial flows in the early stages of transformation. Information and cybersecurity threats under conditions of digitalization. Dependence on innovative resources and external partnerships.
Development resilience (the ability to maintain and restore key functions and characteristics)	Low adaptability to changes in the external environment Limited capacity for recovery after crisis downturns. Rigidity of organizational structures and business processes. Dependence on established sales and supply markets.	Fragmentation of managerial decisions during periods of continuous change. Risk of losing development coherence due to excessive flexibility. Uneven development of individual enterprise subsystems. High managerial workload under crisis conditions.
Operational stability (the ability to ensure a continuous, predictable, and efficient production and business process)	Difficulty in maintaining stable performance indicators in a turbulent environment. Reduced predictability of performance outcomes Inertia in strategic adjustment. Workforce stability at the expense of reduced motivation for change	Fluctuations in key financial and economic indicators Temporary instability of business processes during transformations. High level of uncertainty regarding performance outcomes. Risk of loss of trust from investors and partners.

Source: *developed based on [1-2; 5-6]*

Hybrid development models of enterprises and organizations combine long-term planning, structural order, and control (inherited from the classical approach) with innovativeness, flexibility, and readiness for transformation (characteristic of alternative development). They are aimed at addressing the issues of economic security, resilience, and stability (as outlined in Table 1), taking into account their compliance with the following features of hybrid development models: flexible strategic planning that combines clearly defined strategic goals with the possibility of adaptation; mixed organizational structure; integration of digital solutions within standardized processes; innovativeness within controlled risk boundaries; diversification of markets and products, relying both on traditional segments and emerging opportunities; combined risk management mechanisms, ranging from preventive control to crisis-response measures; a comprehensive approach to economic security, incorporating elements of resilience, flexibility, and recovery capacity; ecosystem-based thinking through the formation of partnerships, network linkages, and shared platforms for innovative development.

The systematic generalization of the outlined features (see Figure 3) highlights the fact that, within hybrid development, risks are viewed as a manageable development factor that requires a differentiated approach depending on their nature, scale, and potential impact on the activities of enterprises and organizations.

Conditions under which the features can be manifested: *any growth trajectories and development opportunities.*

Feature: flexible strategic planning. **Manifestation:** combination of clearly defined long-term goals and strategic priorities with the ability to promptly adjust plans*	**Feature:** innovativeness within controlled risks. **Manifestation:** combination of hierarchical management elements with decentralized, project-based, and network organizational forms*	**Feature:** diversification of markets and products based on both traditional segments and new opportunities. **Manifestation:** simultaneous focus on established, stable market segments and the development of new areas of activity.
Feature: mixed organizational structure. **Manifestation:** combination of hierarchical arrangements with elements of decentralization and team-based interaction*	**Result of feature manifestation: managerial decisions are based on systemic influence models capable of generating both stable and variable effects.**	**Feature:** combined risk management mechanisms. **Manifestation:** integration of preventive control and forecasting tools with adaptive response measures.
Feature: integration of digital solutions within standardized processes. **Manifestation:** use of modern information and digital technologies**	**Feature:** ecosystem-based thinking. **Manifestation:** formation of partnerships, network linkages, and shared platforms for innovative development.	**Feature:** a comprehensive approach to economic security incorporating elements of development resilience and operational stability. **Manifestation:** flexibility of all managerial processes and recovery capacity..

Conditions under which the features can be manifested: *any growth trajectories and development opportunities.*

Figure 3. Systematic generalization of the key features of hybrid development of enterprises and organizations

Note:
* Such a combination is implemented in accordance with changes in the external and internal environment, as it ensures both control and adaptability simultaneously.
** These refer to procedures that are effective in enhancing management efficiency, process automation, and decision-making without losing standardization and controllability.
Source: *developed based on [1-2; 4-5; 8]*

Thus, within the framework of alternative development of enterprises and organizations, risks are treated as controlled variables. Accordingly, economic security is ensured primarily through elements of development resilience and operational stability, based on the flexibility of all processes and recovery capacity.

The outlined conclusion is further supported by a systematic comparison of the corresponding classical, alternative, and hybrid development models across a set of basic criteria (see Table 2).

Table 2. Comparison of classical, alternative, and hybrid development models of enterprises and organizations

Criterion	Classical model	Alternative model	Hybrid model
Type of growth	Evolutionary, gradual	Nonlinear, dynamic	Combined: stability + adaptation
Organizational structure	Hierarchical, centralized	Flexible, decentralized	Mixed: hierarchy + flexibility
Approach to planning	Long-term, stable	Adaptive, situational	Flexible strategic planning
Attitude toward risks	Risk minimization	Perceived as opportunities	Balanced risk management
Risk management	Control and regulation	Flexible response and risk acceptance	Combination of control and flexibility
Innovation and technologies	Limited adoption	Active adoption	Integrated innovations

Source: *developed based on [1-2; 5; 7-8]*

We conclude that, unlike other development models, hybridity enables enterprises and organizations to maintain stability under predictable conditions while also responding effectively to challenges during crises, thereby ensuring long-term viability in a complex economic environment.

Conclusions. The study establishes that classical and alternative development models of enterprises and organizations are formed within different managerial paradigms and exert different effects on ensuring economic security, resilience, and stability of economic entities. Classical models, oriented toward long-term planning, hierarchical structures, and control, provide relative operational stability under predictable environmental conditions; however, they demonstrate limited adaptive capacity in situations of high turbulence. At the same time, alternative models based on flexibility, innovativeness, and rapid responsiveness to change enhance the adaptability of enterprises and organizations, but are accompanied by increased levels of risk and heightened threats to economic security [4; 8].

It is proven that the unilateral application of either classical or alternative development models does not ensure an adequate balance between economic security, resilience, and stability of enterprises and organizations under contemporary conditions of uncertainty. These development characteristics should therefore be considered not in isolation, but as interconnected and complementary elements of an integrated management system.

The study concludes that overcoming the identified contradictions is possible through the application of hybrid development models of enterprises and organizations, which combine the structural order and predictability of the classical approach with the flexibility and innovative potential of alternative development. Unlike other development models, hybridity enables enterprises and organizations to maintain stability under predictable conditions while also responding effectively to challenges during crises, thereby ensuring long-term viability in a complex economic environment.

The practical significance of the obtained results lies in their applicability to the transformation of enterprise and organizational development models in response to contemporary challenges and risks.

Prospects for further research include the development of methodological approaches to assessing the effectiveness of hybrid development models and their impact on the level of economic security, resilience, and stability of enterprises across different sectors of the economy.

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