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LOGISTICS RESILIENCE OF ENTERPRISES' FOREIGN ECONOMIC ACTIVITY AMID THE TRANSFORMATION OF GLOBAL SUPPLY CHAINS

Mykola Shvets, Inna Klimova, Ivan Mishchenko. «Logistics resilience of enterprises' foreign economic activity amid the transformation of global supply chains». *The transformation of global supply chains, increasing geopolitical instability, changes in international logistics routes, tightening regulatory requirements, and the digitalization of international trade are creating new operating conditions for enterprises engaged in foreign economic activity. Under these circumstances, traditional approaches to managing international operations increasingly require revision to enhance resilience, adaptability, and the timeliness of managerial decision-making. This study aimed to substantiate directions for improving the management of enterprises' foreign economic activity in response to the ongoing transformation of global supply chains. The study employed analysis and synthesis of scholarly sources, comparative analysis, systematization, structural and logical analysis, and scientific abstraction. The specific features of global supply chain transformation were*

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examined, and their impact on the management of enterprises' foreign economic activity was identified. Current approaches to organizing international operations were analyzed, and the key indicators used to assess their performance were systematized. The findings indicated that management effectiveness is most strongly affected by instability in the international regulatory environment, geopolitical and military risks, dependence on a limited number of suppliers, insufficient integration of information systems, and high volatility in the logistics and financial conditions under which foreign economic activity is conducted. The study substantiated the appropriateness of an integrated assessment of international operations based on a set of financial, logistics, and process performance indicators. Directions for improving management were proposed, including the diversification of suppliers and logistics routes, the integration of information flows into a unified digital environment, systematic risk monitoring, and the use of an interconnected system of indicators for assessing the performance of foreign economic activity. It was concluded that strengthening enterprises' resilience to external changes requires a transition toward a more adaptive management model capable of ensuring the continuity of international operations and a timely response to changes in the global business environment. Further research should focus on developing adaptive models for managing foreign economic activity, forecasting global supply chain risks, and applying intelligent analytics to support managerial decision-making.

***Keywords**:* international trade, logistics resilience, supplier diversification, risk monitoring, business process digitalization, performance indicators

Микола Швець, Інна Клімова, Іван Міщенко. «Логістична стійкість зовнішньоекономічної діяльності підприємств в умовах трансформації глобальних ланцюгів постачання». *Трансформація глобальних ланцюгів постачання, зростання геополітичної нестабільності, зміна міжнародних логістичних маршрутів, посилення регуляторних вимог і цифровізація міжнародної торгівлі формують нові умови функціонування підприємств, що здійснюють зовнішньоекономічну діяльність. За таких обставин традиційні підходи до управління міжнародними операціями дедалі частіше потребують перегляду з урахуванням необхідності підвищення стійкості, адаптивності та оперативності прийняття управлінських рішень. Метою статті визначено обґрунтування напрямів удосконалення управління зовнішньоекономічною діяльністю підприємств з урахуванням сучасної трансформації глобальних ланцюгів постачання. Для досягнення поставленої мети використано методи аналізу та узагальнення наукових джерел, порівняльного аналізу, систематизації, структурно-логічного аналізу й наукової абстракції. Досліджено особливості трансформації глобальних ланцюгів постачання та визначено їх вплив на управління зовнішньоекономічною діяльністю підприємств. Проаналізовано сучасні підходи до організації міжнародних операцій і систематизовано ключові показники оцінювання їх результативності. Виявлено, що найбільший вплив на ефективність управління мають нестабільність міжнародного регуляторного середовища, геополітичні та воєнні ризики, залежність від обмеженого кола постачальників, недостатня інтеграція інформаційних систем, а також висока мінливість логістичних і фінансових умов здійснення зовнішньоекономічної діяльності. Обґрунтовано доцільність комплексного оцінювання результативності міжнародних операцій за сукупністю фінансових, логістичних і процесних показників. Запропоновано напрями вдосконалення управління, що передбачають диверсифікацію постачальників і логістичних маршрутів, інтеграцію інформаційних потоків у єдине цифрове середовище, системний моніторинг ризиків і використання взаємопов'язаної системи показників оцінювання ефективності зовнішньоекономічної діяльності. Зроблено висновок, що підвищення стійкості підприємств до зовнішніх змін потребує переходу до більш адаптивної моделі управління, здатної забезпечити безперервність міжнародних операцій і своєчасне реагування на зміни глобального бізнес-середовища. Перспективи подальших досліджень доцільно пов'язати з розробленням моделей адаптивного управління зовнішньоекономічною*

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діяльністю, прогнозування ризиків глобальних ланцюгів постачання та використання інтелектуальної аналітики для підтримки управлінських рішень.

Ключові слова: міжнародна торгівля, логістична стійкість, диверсифікація постачальників, моніторинг ризиків, цифровізація бізнес-процесів, показники результативності

Introduction. The transformation of global supply chains is substantially reshaping the conditions under which enterprises conduct foreign economic activity, intensifying the effects of logistical, geopolitical, technological, and regulatory factors on international trade performance. Disruptions to established supply routes, increasing trade restrictions, the reconfiguration of production networks, and accelerated digitalization require a reassessment of traditional approaches to managing foreign economic activity. Under these conditions, the formulation of managerial decisions that can ensure enterprises' adaptability to changes in the external environment, the resilience of international operations, and the maintenance of competitive positions in global markets becomes particularly important. Research on these issues has practical value for improving mechanisms for managing foreign economic activity amid the transformation of global supply chains.

Literature Review. A review of recent studies indicates that research on the management of enterprises' foreign economic activity amid the transformation of global supply chains encompasses strategic, organizational, digital, and security dimensions, thereby providing an integrated understanding of the mechanisms through which enterprises adapt to changes in the international economic environment. The study by A. V. Iutkina examines the effects of omnichannel distribution on profitability and order acquisition costs, demonstrating the importance of integrating digital sales channels to improve the efficiency of international commercial activities [1]. The research conducted by M. Hladkova explores the potential for automating marketing decisions using large language models and computer vision, emphasizing digital tools that support managerial decision-making in international business [2]. The study by O. V. Babina substantiates the integration of administrative and operations management within the system used to manage an enterprise's foreign economic activity and identifies areas for improving the coordination of management processes [3]. The study by O. Nikoliuk et al. examines mechanisms for enhancing the effectiveness of strategic management of foreign economic activity, with particular emphasis on developing adaptive models for enterprise development [4].

A substantial body of recent research has focused on the development of organizational models for managing foreign economic activity amid structural changes in the global economy. The study by A. Abdullaieva examines innovative approaches to developing enterprises' foreign economic activity and emphasizes the contribution of managerial innovation to strengthening international competitiveness [5]. The research conducted by O. B. Chornenka addresses the incorporation of circular economy principles into mechanisms for managing foreign economic activity and substantiates the need to combine economic efficiency with environmental sustainability [6]. The study by A. Olishevska et al. examines tools for adapting the strategic management of Ukrainian enterprises' foreign economic activity during wartime crises, with a focus on enhancing organizational resilience [7]. The research conducted by O. Zelinska analyzes the security architecture of international economic operations and identifies institutional and digital tools for ensuring the resilience of foreign economic activity [8]. The

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study by L. O. Lytvyshko and Ye. H. Krasnovska examines the role of business planning in the strategic management of enterprises' export and import activities and substantiates its importance for long-term development [9].

Another line of research addresses the effects of current challenges on international marketing, organizational management models, and the digital transformation of foreign economic activity. The study by Z. B. Zhyvko et al. analyzes the challenges of international marketing and the management of Ukrainian enterprises' foreign economic activity under wartime conditions and proposes measures to improve these areas [10]. The research conducted by N. Khomiuk examines current concepts and tools for adapting organizational models used to manage foreign economic activity, emphasizing the need to increase the flexibility of management structures [11]. The study by H. O. Kovbatiuk substantiates the decisive contribution of information technology and innovation to the development of enterprises' foreign trade activities and emphasizes their importance for the digitalization of management processes [12].

At the same time, a substantial body of international research has focused on the transformation of global supply chains and the reconsideration of approaches to international management. In a study of the factors driving the transformation of global supply chains, M. Sandul identifies the main trends in their structural reconfiguration [13]. Examining the interaction between exogenous and endogenous drivers of change in global value chains, P. J. Buckley substantiates the need to reconsider traditional international business models [14]. The relationship among trade policy, enterprise strategies, and the adaptive reconfiguration of global value chains under conditions of global instability is examined by G. Gereffi et al. [15]. The impact of the COVID-19 pandemic on global value chain governance mechanisms is assessed by A. Verbeke, with particular attention to changes in the principles governing their coordination [16]. Differences in the supply chain management capabilities of multinational corporation subsidiaries and their effects on international business performance are investigated by M. Wang and S. Xiao [17]. The risks associated with the operation of global supply chains are systematized by R. Baldwin and R. Freeman, who also identify promising directions for further research [18]. The consequences of the COVID-19 pandemic for global value chains are analyzed by R. Strange, who substantiates the need to develop more resilient models of international production cooperation [19].

Despite the considerable number of studies devoted to international trade, logistics, and supply chain management, their findings predominantly address individual components of foreign economic activity. The integrated impact of global supply chain transformation on enterprise management systems, the interrelationships among organizational, logistics, financial, and information-related factors, and the criteria for evaluating the effectiveness of managerial decisions remain insufficiently explored.

Further research is needed on approaches that integrate the assessment of foreign economic activity performance, risk management, and enterprise adaptation to rapid changes in the international business environment. Addressing these gaps would contribute to the development of a more integrated approach to managing international operations. This study focuses primarily on systematizing contemporary management approaches, identifying the factors that exert the greatest influence on management effectiveness, and substantiating practical directions for improving the management of foreign economic activity amid the transformation of global supply chains.

The aim of this study is to substantiate directions for improving the management of

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enterprises' foreign economic activity amid the transformation of global supply chains.

The objectives of the study are:

1. To examine the impact of global supply chain transformation on the management of enterprises' foreign economic activity.

2. To identify the key performance evaluation indicators and the main challenges in managing foreign economic activity.

3. To substantiate recommendations for improving the management of enterprises' foreign economic activity.

The theoretical framework of the study was based on contemporary concepts of foreign economic activity management, supply chain management, international logistics, and risk management. The information base comprised scholarly publications by Ukrainian and international researchers, analytical materials issued by international organizations, as well as documents and practical recommendations concerning the development of global supply chains and international trade.

The study was structured around a sequential comparison of contemporary scholarly approaches to the management of foreign economic activity with current changes in the international business environment. During the analysis of the sources, the factors driving the transformation of global supply chains were synthesized, approaches to evaluating management effectiveness were systematized, the main challenges associated with enterprises' adaptation to new operating conditions were identified, and recommendations for improving the management of foreign economic activity were formulated.

Results and Discussion

The high concentration of production in individual countries provided cost minimization for an extended period; however, in recent years, it has become one of the key sources of risk for international trade. The COVID-19 pandemic, geopolitical conflicts, trade restrictions, and disruptions to transport corridors have demonstrated that even temporary interruptions in the operations of individual production centers or ports can affect contract fulfillment across dozens of countries. Under these conditions, enterprises were compelled to reconsider the principles governing the organization of foreign economic activity, gradually shifting the emphasis from cost minimization toward ensuring supply resilience (Table 1).

Table 1. Main Directions of Global Supply Chain Transformation and Their Impact on Enterprises' Foreign Economic Activity

Direction of transformation	Nature of changes	Impact on enterprises' foreign economic activity
Regionalization of production	Relocation of production closer to major markets	Reduction of logistics risks; reassessment of the geographical structure of exports and imports
Supplier diversification	Development of a network of alternative suppliers across different countries	Reduced dependence on a single source of supply; increased resilience of foreign economic operations
Digitalization of supply chains	Use of digital platforms, cargo tracking systems, and data analytics	Faster information exchange; increased transparency of international operations
Strengthening risk management	Integration of procedures for forecasting and assessing logistics, political, and financial risks	Reduced likelihood of contract disruptions and losses resulting from supply interruptions
Multichannel logistics	Use of alternative transport routes and logistics partners	Maintenance of supply continuity under changing external conditions

Sourse: compiled by the authors based on [5, p. 186; 7, p. 146; 13, p. 82; 14, p. 227; 15, p. 512; 24].

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The high concentration of production in individual countries contributed to cost reduction for an extended period; however, contemporary geopolitical risks, trade restrictions, and disruptions in international logistics have changed approaches to organizing foreign economic activity. Enterprises increasingly assess potential partners according to a set of criteria, among which supply reliability, the resilience of transport infrastructure, the speed of production reorientation, and the availability of alternative logistics routes are particularly important. Under these conditions, diversification of international business relationships is evolving from a cost optimization measure into one of the key instruments of risk management [20].

In February 2025, DHL Global Forwarding published the analytical report China Plus X: The New Global Supply Chain, which substantiated a transition from the China Plus One model to the broader China Plus X concept. Unlike the traditional approach of relocating part of production to only one alternative country, the new approach involves the simultaneous development of a network of production and supply centers across several countries. The report identified five criteria for selecting such locations: the quality of transport infrastructure, total costs, the level of physical and digital infrastructure development, labor availability, and the regulatory environment. India, Vietnam, Hungary, and Mexico are considered promising destinations for diversification [21].

The practical application of similar approaches can be observed in Bosch's operations. The company manages a global network comprising approximately 35.5 thousand suppliers, 230 manufacturing facilities, and 1,000 logistics warehouses, while digital tools support the coordination of deliveries for approximately 250 thousand customers. At the same time, Bosch is expanding the production of silicon carbide (SiC) power semiconductors at facilities in Germany and the United States, thereby reducing dependence on individual regional production centers and mitigating the risks of disruptions in the supply of critical components to the automotive industry [22; 23].

The findings of the Organisation for Economic Co-operation and Development (OECD) support the appropriateness of this approach. According to the study results, supply chain resilience is strengthened primarily through a combination of supplier diversification, digital monitoring of logistics flows, maintenance of reserve production capacity, and systematic risk management. For enterprises engaged in foreign economic activity, this implies the need to move from responding to individual logistics disruptions toward the continuous management of international supply chain resilience as an integral component of strategic management [24].

The increasing complexity of international business relationships, tightening regulatory requirements, and accelerating digital transformation have led to changes in approaches to managing enterprises' foreign economic activity. The execution of individual export and import operations is gradually giving way to integrated management that encompasses the coordination of procurement, logistics, financial settlements, customs support, counterparty relations, and risk control within a unified managerial decision-making system (Table 2).

The integration of foreign economic activity processes into corporate information systems enables enterprises to move away from the sequential execution of individual operations toward their parallel processing. Information on counterparties, delivery terms, customs payments, financial settlements, and logistics routes becomes simultaneously accessible to all enterprise units, reducing the time required to coordinate managerial decisions and decreasing the number of errors associated with information duplication.

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Table 2. Contemporary Approaches to Managing Enterprises' Foreign Economic Activity

Management approach	Main characteristic	Management effect
Process-oriented	Coordination of all stages of foreign economic activity as a unified business process	Reduction in the duration of international operations
Risk-oriented	Integration of external risk assessment into the decision-making process	Reduction in losses resulting from changes in the international environment
Digital	Use of corporate information systems and digital platforms	Increased speed of information processing
Integrated	Coordination of logistics, financial, production, and customs processes	Greater consistency of managerial decisions
Adaptive	Prompt adjustment of management practices in response to changes in the international environment	Increased resilience of foreign economic activity

Source: compiled by the authors based on [3, p. 170; 4; 5, p. 187; 11, p. 139; 12, p. 134; 25].

The functional capabilities of SAP Global Trade Services (SAP GTS) include automated screening against sanctions lists, export control, determination of the country of origin of goods, tariff classification, and customs clearance. Through integration with SAP S/4HANA, compliance controls are performed directly within the enterprise's business processes, allowing potential violations to be identified before products are shipped and thereby reducing the risk of delays and financial penalties in international trade [25; 26].

Digitalization encompasses not only enterprises' internal processes but also interactions among all participants in international transportation. The Maersk Integrated Logistics platform brings together transport booking, customs clearance, warehousing operations, cargo tracking, and electronic document management within a unified digital environment. This enables customers to receive up-to-date information on shipment status in real time, coordinate route changes more quickly, and reduce the number of operations associated with transferring documents among carriers, freight forwarders, and customs brokers [27].

The active adoption of artificial intelligence (AI) tools is expanding the analytical capabilities available to support managerial decision-making. According to Reuters, the manufacturing company Toro uses AI algorithms to forecast the effects of tariff changes, evaluate alternative suppliers, and plan procurement. Gartner forecasts that global spending on AI software for supply chain management may increase from USD 2.7 billion to USD 55 billion by 2029, indicating the rapid adoption of intelligent systems for supporting the management of international operations [28].

The evaluation of the effectiveness of enterprises' foreign economic activity management is based on a system of interconnected indicators that characterize the performance of international contracts, the speed of business processes, the use of financial resources, and the quality of logistics support. Taken together, these indicators make it possible to identify the causes of deviations from planned results, assess the consequences of managerial decisions, and determine which processes require adjustment (Table 3).

The integrated use of these indicators makes it possible to evaluate the effectiveness of enterprises' foreign economic activity management across several interrelated dimensions. They provide an information base for managerial decision-making by enabling the identification of the causes of deviations from planned results and the assessment of how individual processes affect the overall effectiveness of an enterprise's international activities.

Evaluating individual indicators without considering their interrelationships does not provide an objective assessment of management performance. A reduction in

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contract fulfillment time may be accompanied by an increase in transportation costs, whereas minimizing logistics costs may sometimes lead to delivery delays or a decline in customer service levels. Managerial decision-making therefore requires the simultaneous analysis of financial, process, and logistics characteristics, which makes it possible to identify the causes of deviations and determine which specific operations affect the final results of foreign economic activity.

Table 3. Key Indicators for Evaluating the Effectiveness of Enterprises' Foreign Economic Activity Management

Indicator	Description	Management purpose
Profitability of foreign economic operations	Ratio of profit to the costs incurred in conducting international activities	Evaluation of economic performance
Perfect Order Performance	Share of orders fulfilled without deviations in delivery time, completeness, quality, or documentation	Monitoring the fulfillment of international contracts
Order Fulfillment Cycle Time	Time from order confirmation to completion of delivery	Evaluation of process execution speed
Logistics costs	Share of transportation, warehousing, and customs costs in the total delivery cost	Monitoring the effectiveness of logistics decisions
Cash-to-Cash Cycle Time	Period between payment to the supplier and receipt of funds from the buyer	Evaluation of working capital turnover speed

Source: compiled by the authors based on [9; 25; 29; 30; 31; 32].

The Supply Chain Operations Reference (SCOR) model structures the evaluation system according to groups of performance indicators. The core indicators include Perfect Customer Order Fulfillment, Customer Order Fulfillment Cycle Time, Total Supply Chain Management Cost, and Cash-to-Cash Cycle Time. This combination makes it possible to simultaneously assess the quality of contract fulfillment, the speed of international operations, the efficiency of working capital utilization, and the level of costs associated with supporting foreign economic activity [29; 30].

The American Productivity & Quality Center (APQC) maintains international benchmark databases used for cross-industry comparisons of enterprise performance. For the Perfect Order Performance indicator, the APQC database covers 13,590 enterprises, with a median value of 88.0%. The methodology accounts for on-time delivery, complete order fulfillment, absence of product damage, and accuracy of documentation. APQC also publishes benchmark indicators for logistics processes, including order fulfillment cycle time, warehouse productivity, logistics costs, and on-time delivery. The use of such benchmarks enables enterprises to compare their own performance with international practices and identify the processes whose improvement can have the greatest impact on the effectiveness of foreign economic activity management [31; 32].

The system of indicators performs not only a control function but also an analytical one. The integrated assessment of financial, process, and logistics characteristics provides a basis for the timely adjustment of managerial decisions, rational allocation of resources, and enhancement of the resilience of enterprises' foreign economic activity under changing conditions in the international business environment.

Enterprises engaged in foreign economic activity operate under conditions of continuous change in international market parameters. Adjustments to customs policy, the emergence of new trade barriers, fluctuations in maritime transportation costs, changes in the availability of transport corridors, and increasing geopolitical risks shorten the period during which managerial

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decisions remain relevant. Planning that previously covered extended time horizons increasingly requires revision during the implementation of a foreign economic contract. The findings extend the conclusions of O. V. Babina regarding the need to integrate administrative and operational mechanisms for managing foreign economic activity [3, p. 169], while additionally emphasizing the shortening of the life cycle of managerial decisions under the influence of the rapid transformation of global supply chains.

One of the most challenging tasks has been ensuring supply continuity. A high concentration of procurement among a small number of manufacturers or in individual countries increases enterprises' vulnerability to any disruption in production or transportation infrastructure. Identifying alternative suppliers is not limited to signing a new contract. It involves a technical audit of production facilities, verification of compliance with applicable standards, product testing, coordination of specifications, adaptation of production processes, and restructuring of logistics routes. In many industries, such a transition takes several months and sometimes considerably longer. In contrast to the study by G. Gereffi et al., which focuses primarily on the adaptive reconfiguration of global value chains [15], the present findings provide greater detail on the internal organizational procedures associated with changing suppliers at the level of an individual enterprise.

Recent years have demonstrated that military conflicts can alter the configuration of global trade within a very short period. The closure of individual maritime routes, congestion along alternative transport corridors, rising insurance premiums, restrictions on transit through particular countries, and infrastructure damage affect contract fulfillment times regardless of the country in which an enterprise is located. Under such conditions, the choice of a logistics route is increasingly determined by the balance among safety, cost, and delivery predictability, whereas minimizing transportation costs is no longer regarded as the sole decision-making criterion. These findings are consistent with the results of R. Baldwin and R. Freeman, who substantiate the need to account for the complex risks associated with the functioning of global supply chains [18], as well as with the observations of R. Strange regarding the impact of crisis events on international production networks [19].

Rapid changes in international regulatory requirements significantly complicate the management of foreign economic activity. Sanctions restrictions, export control rules, the European Union's Carbon Border Adjustment Mechanism (CBAM), requirements for product origin traceability, environmental reporting, and digital customs clearance require continuous monitoring. Errors in determining a product code, preparing certificates, or confirming the country of origin may result in delivery delays, additional customs payments, or the temporary detention of cargo. Unlike the study by O. Zelinska, which focuses primarily on institutional and digital instruments for ensuring the security of international economic operations [8, p. 26], the present findings specify the practical consequences of regulatory changes for the performance of foreign economic contracts.

The absence of a unified information environment also has a substantial impact on management quality. Procurement, logistics, customs clearance, financial settlements, and contract performance are often administered by different enterprise units using separate information systems. As a result, the same foreign economic operation may be represented differently depending on the information source, while the coordination of managerial decisions requires additional data verification and increases the time needed to respond to changes in the external environment. This finding further develops

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the provisions proposed by O. V. Babina regarding the integration of management mechanisms [3, p. 173] by emphasizing the need for digital integration of the enterprise's information flows.

Financial risks have acquired a considerably broader scope than traditional exchange rate fluctuations. The economic outcomes of international operations are simultaneously affected by changes in freight rates, insurance premiums, interest rates, energy costs, and banking fees for international settlements. Without continuous monitoring, even a contract that was profitable when concluded may lose its economic viability before delivery is completed. The analysis complements the findings of M. Sandul on the transformation of global supply chains [13] by demonstrating how structural changes in international logistics translate into financial risks for specific foreign economic operations.

Risk management at many enterprises remains episodic. The primary focus is placed on verifying a counterparty before a contract is signed, whereas changes in its financial condition, transport accessibility, sanctions status, or regulatory environment during contract performance are monitored much less frequently. As a result, an enterprise responds only after a problem has emerged, when its ability to influence the course of the foreign economic operation has already become substantially constrained. The findings differ partially from the approach of O. Nikoliuk et al. [4], who primarily examine strategic management mechanisms, whereas the present study shifts the emphasis toward continuous risk monitoring throughout the entire life cycle of a foreign economic contract.

The effectiveness of foreign economic activity management increasingly depends on an enterprise's ability to adapt rapidly to changes in the international environment. This can be achieved by combining continuous monitoring of external risks, digital integration of business processes, and flexible planning of international operations. Such an approach reduces the time required to respond to changes in logistics routes, regulatory requirements, or the terms of cooperation with foreign partners. The findings are consistent with those of A. Abdullaieva regarding the need to implement innovative approaches to managing foreign economic activity [5] and with the conclusions of H. O. Kovbatiuk concerning the role of digital technologies in supporting enterprises' international activities [12].

When organizing foreign economic activity, enterprises should avoid reliance on a single supplier or a single transport route. Developing a network of alternative partners, using multiple logistics channels, and regularly assessing their reliability increase enterprise resilience to supply disruptions and reduce the risk of nonperformance of international contracts. This finding is consistent with contemporary approaches to strengthening the resilience of global supply chains proposed by P. J. Buckley [14] and R. Baldwin and R. Freeman [18].

Equally important is the integration of procurement, logistics, customs clearance, financial settlements, and contract management within a unified information environment. Data consistency across structural units reduces the time required to coordinate managerial decisions, improves information reliability, and facilitates control over the execution of foreign economic operations.

Management performance should be evaluated using a system of interconnected financial, logistics, and process indicators. Regular analysis of contract fulfillment time, logistics costs, on-time delivery, cash turnover, and compliance with contractual obligations enables enterprises to identify deviations in a timely manner and make well-founded managerial decisions.

The proposed recommendations are aimed at developing a more flexible management system capable of maintaining the stability of foreign economic activity,

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reducing the impact of external risks, and ensuring enterprise competitiveness amid the transformation of global supply chains.

Conclusion.

The transformation of global supply chains is changing approaches to the management of enterprises' foreign economic activity by shifting the emphasis toward managerial flexibility, supply diversification, digital integration of business processes, and continuous monitoring of external risks. These changes support the appropriateness of an integrated assessment of foreign economic activity performance based on a set of financial, logistics, and process indicators. It was determined that management effectiveness is most strongly affected by instability in the international regulatory environment, geopolitical and military risks, dependence on a limited number of suppliers, insufficient integration of information systems, and high volatility in the logistics and financial conditions of international operations. To improve management performance, enterprises are advised to develop a risk-oriented approach, integrate information flows within a unified digital environment, diversify suppliers and logistics routes, and use a system of interconnected indicators for evaluating foreign economic activity. The findings indicate that the aim of the study was achieved, as directions for improving the management of enterprises' foreign economic activity amid the transformation of global supply chains were substantiated. Further research should focus on developing adaptive management models, forecasting global supply chain risks, and applying intelligent analytics to support managerial decision-making.

Conflict of Interest

The authors declare that they have no conflicts of interest, including financial, professional, personal, or other interests that could have influenced the study results or their interpretation.

Use of Artificial Intelligence Tools

The authors used artificial intelligence tools for the linguistic and stylistic editing of selected sections of the manuscript. The study concept, methodology, analysis of scholarly sources, formulation of conclusions, verification of the accuracy of the statements presented, and final editing of the article were performed by the authors.

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