



## Innovative risk management in strategic enterprise governance and multinational technical support teams

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**Abstract.** Multinational technical support operations navigate rising complexity at the intersection of digitalisation, cross-cultural coordination, and evolving risk dynamics. The aim of the research was to synthesise existing knowledge on integrating innovative risk management practices into strategic business models, with focused attention on multinational technical support operations, cultural intelligence, and digital capabilities. A systematic literature review was conducted using peer-reviewed articles published between 2020 and 2025 from Scopus and Web of Science databases, complemented by foundational theoretical works and industry reports from the Business Continuity Institute, Gartner, NSSG Global, and the Committee of Sponsoring Organizations of the Treadway Commission. Thematic synthesis and meta-aggregation techniques were applied to reveal convergent patterns across heterogeneous sources. The analysis demonstrated that operations integrating digital risk management into mature governance structures achieve enhanced organisational resilience. Cultural intelligence emerged as a moderating factor of risk management effectiveness in heterogeneous contexts, with empirical evidence from the included studies indicating that culturally intelligent leadership produces measurable improvements in team engagement, reporting positive correlations with organisational performance and engagement outcomes reaching up to 35%. It was established that unified data platforms and key risk indicators substantially improve anticipatory capacity and coordinated response across geographically dispersed operations. An integrative conceptual framework was developed combining three capability domains, namely structural governance, intercultural competence, and technological infrastructure, demonstrating their synergistic contribution to organisational resilience in complex operational environments. Practical value of the work lies in equipping risk management professionals and leaders of multinational technical support operations with a coherent framework for simultaneous development of governance, cultural, and digital capabilities rather than sequential investment in isolated domains

**Keywords:** enterprise risk management; cultural intelligence; multinational teams; digital transformation; organisational resilience; risk governance

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## Introduction

Modern organisations operate in a business environment shaped by technological disruption, geopolitical instability, and structural complexity, conditions under which traditional approaches to risk management have progressively lost their explanatory and practical power. Multinational corporations coordinating technical support teams across different geographic and cultural settings face a compound challenge that combines the identification and treatment of business risks with the demands of cross-cultural communication and distributed digital collaboration. Against such a background, research interest has shifted toward integrated approaches capable of addressing several risk domains simultaneously within heterogeneous operating environments. Interest in the topic has intensified in the wake of events that exposed weaknesses in conventional control-based risk practices, including the COVID-19 pandemic, large-scale cyber operations, and the ongoing military aggression of the Russian Federation against Ukraine, which reshaped the risk landscape for firms operating in Europe and prompted renewed attention to organisational resilience.

In the Ukrainian context, O. Fomina *et al.* (2023) demonstrated that wartime conditions demand a tighter integration of risk management with strategic management accounting, arguing that a risk matrix coupled with scenario-based budgeting becomes a condition of business continuity rather than a discretionary management instrument. M. Fedyk (2024) added that adaptive strategies based on digitalisation, relocation, and market diversification represent the core vectors through which Ukrainian enterprises preserve resilience under prolonged crisis conditions. N.B. Lindström *et al.* (2024), drawing on interviews with Ukrainian organisations, showed that digital resilience under major shocks emerges from entrepreneurial bricolage, the repurposing of existing digital tools, and the cumulative learning of management teams, findings that extend the resilience literature beyond peacetime risk scenarios. Taken together, the Ukrainian evidence confirms a broader claim that governance, culture, and digital capability operate as a single, interlocking system rather than as separate managerial subsystems.

Within international scholarship, J. Crawford & M. Jabour (2024) conducted a systematic review of thirty-three studies examining the relationship between enterprise risk management and managerial judgement, identifying governance structures, risk artefact design, and social capital as the most supported determinants of integration effectiveness and observing that cognitive mechanisms remain the least investigated. W. Gleißner & T.B. Berger (2024) developed a decision-focused enterprise risk management framework that emphasised value creation through quantitative risk aggregation and argues that cultural, organisational, and technical alignment must precede any purely technical solution. A. Dahmen (2023), studying senior insurance executives who managed the COVID-19 crisis, established that a learning culture, system permeability, organisational purpose, and leadership constitute the

properties that enable adaptive response to severe events, confirming culture and leadership as foundational rather than peripheral elements of an effective enterprise risk management system.

In cross-cultural management research, Y. Liao & D.C. Thomas (2025) proposed a dynamic model of collective cultural intelligence in multicultural teams, positioning team-level cultural intelligence as the outcome of interactive processes of reflection, adaptation, and behavioural norm development rather than a simple aggregation of individual competencies. S. Nosratabadi *et al.* (2020) provided quantitative evidence that leader cultural intelligence influences organisational performance both directly and indirectly through organisational structure, with the reported increase in team engagement reaching up to 35% in multinational contexts. W. Johnson *et al.* (2025), using multi-level analysis of global virtual teams, demonstrated that team-level configurations of cultural intelligence counteract the detrimental effects of task and relationship conflict on performance outcomes, which supports the protective function of intercultural competence. J. Bücker & H. Korzilius (2024) validated a Team Cultural Intelligence Scale that separates the construct from individual-level measures and shows its measurable implications for team effectiveness.

The question of risk integration and supply chain performance was addressed empirically by D. Jidda *et al.* (2025), who established that firm resilience mediates the relationship between enterprise risk management processes and supply chain outcomes in Nigerian enterprises. A. Monazzam & J. Crawford (2024), through a longitudinal case study of the Swedish mining industry covering the period 2012 to 2023, showed that the transformation from traditional risk management toward integrated enterprise risk management is a gradual developmental process in which risk governance, risk culture, risk artefacts, and risk awareness progressively co-produce resilience resources and capabilities. Despite the theoretical progress of both fields, the intersection between cultural intelligence and enterprise risk management in multinational technical support operations remains inadequately examined. Studies have tended to address the two domains in parallel, with limited attention to how intercultural competence mediates or moderates the effectiveness of risk governance and digital tooling in distributed technical environments. The aim of the study was to synthesise available knowledge on the effective integration of innovative risk management practices into strategic business models, with emphasis on multinational technical support operations, cultural intelligence, and digital capabilities, and to develop a conceptual model combining the identified capability domains.

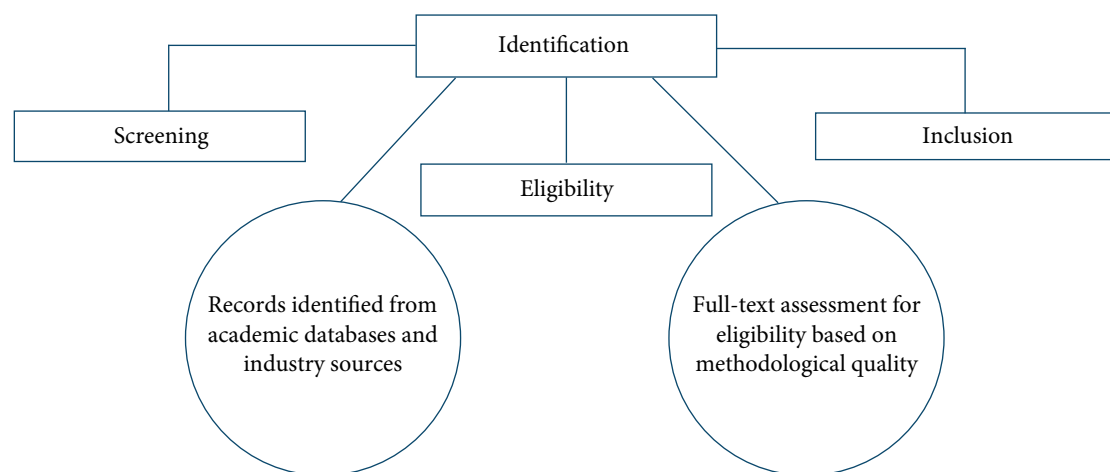
## Materials and Methods

The research design encompasses both systematic review and secondary data analysis. Such an approach is adequate for the consolidation of fragmented knowledge within

interdisciplinary fields due to the fact that systematic reviewing implies an effective procedure for the identification and assessment of a wide range of research papers, which is necessary for answering the questions related to various research traditions, according to M.J. Page *et al.* (2021). A literature search was carried out in Scopus and Web of Science databases for the period from 2020 to 2025 supplemented with some key theoretical studies published before 2020 for the purpose of ensuring concept consistency. The following search terms related to three areas under consideration were used: enterprise risk management (risk governance, risk integration, strategic risk, enterprise risk management framework); cross-cultural management (cultural intelligence, multicultural teams, cross-cultural coordination, CQ); and technical support operations (distributed teams, virtual teams, service delivery, remote coordination). Terms were combined with the use of Boolean operators: AND, OR. The following inclusion criteria were used: (a) articles published in peer-reviewed journals during the years 2020-2025 except for theoretical works; (b) articles containing empirical data or results of qualitative or quantitative research performed using rigorous

methodology, or high-quality systematic reviews; (c) publication in English; and (d) works addressing two of three selected domains.

As for exclusion criteria, these referred to purely descriptive studies lacking empirical evidence or systematic review, studies written by practitioners, and research conducted in environments that differed greatly from multinational enterprise operations. The quality of the chosen studies was assessed in relation to their methodology, data collection, analysis, and justification of conclusions. Data extraction was performed in accordance with a standard procedure to identify study characteristics, methodology specifics, theoretical background, major findings, and implications. The process of literature selection and review followed PRISMA methodology proposed by M.J. Page *et al.* (2021). In accordance with this methodology, a total of 847 articles were identified from database searches. Next, 213 duplicates were excluded, after which 634 articles were reviewed on the title/abstract stage, and finally, 156 articles were selected based on methodological quality and relevance to the domains of interest. The synthesis of research results was done with regard to 26 sources satisfying all inclusion criteria.



**Figure 1.** PRISMA flow diagram of the literature selection process

**Source:** developed by the authors based on PRISMA methodology (Page *et al.*, 2021)

As shown in Figure 1, the multi-stage screening procedure produced a narrow final sample. The high attrition rate from full-text evaluation to inclusion reflects the rigorous requirement that studies cover at least two of the three identified domains. Data analysis followed a three-stage coding technique: open coding for identification of specific concepts in the gathered data, axial coding for the establishment of thematic relationships between concepts from different domains, and selective coding for the synthesis of themes into a single analytical framework. Thematic synthesis was used to prove instrumental in revealing both consistencies and inconsistencies requiring further investigation. Secondary data included reports from professional associations, namely the Business Continuity Institute (2024), Gartner (n.d.), NSSG Global (2025), and the

Committee of Sponsoring Organizations of the Treadway Commission (2017). Inclusion of industry reports was subject to the AACODS checklist for the evaluation of grey literature, covering credibility, methodological transparency, sponsorship bias, and significance of information (Anton & Nucu, 2020; Monazzam & Crawford, 2024). Triangulation of theoretical propositions with industry evidence strengthened the validity of the converging findings.

## Results and Discussion

### Enterprise risk management integration patterns

Analysis of the synthesised literature discloses stable regularities in the integration of enterprise risk management into strategic management processes. Empirical evidence indicates that governance, leadership, and organisational

culture exert a stronger influence on the success of integration than any technical or methodological sophistication. W. Gleißner & T.B. Berger (2024) identified seven critical areas for the development of enterprise risk management and placed explicit weight on the cultural and organisational dimensions that underpin risk aggregation. Such a position is consistent with sociotechnical systems theory, which explains organisational outcomes through the harmonised interaction of social and technical systems, and with contingency theory, which treats risk governance as context-dependent rather than universally applicable. The synthesis points to several defining

characteristics of mature integration. Risk management operates as an embedded strategic function rather than a standalone compliance activity, an approach advanced within the COSO (2017) framework, which calls for the alignment of risk management with strategic planning and objective-setting. Risk appetite statements align with strategic performance targets, risk reporting informs decision-making at the level of the governing body, and incentive systems reinforce risk-aware behaviour. The interdependence of the described characteristics, summarised in Table 1, demonstrates that technical sophistication alone does not constitute maturity.

**Table 1.** Key characteristics of mature enterprise risk management integration

Characteristic	Description	Empirical Evidence
Strategic embedding	Risk management integrated into strategic planning and objective-setting	COSO (2017), J. Crawford & M. Jabbour (2024), A. Monazzam & J. Crawford (2024)
Risk appetite alignment	Risk appetite statements calibrated with strategic objectives and performance targets	W. Gleißner & T. Berger (2024), Gartner (n.d.)
Board-level risk integration	Risk reports directly informing governing body decision-making processes	A. Dahmen (2023), Business Continuity Institute (2024)
Incentive alignment	Organisational reward systems reinforcing risk-aware behaviour and value creation	D. Jidda <i>et al.</i> (2025), NSSG Global (2025)

**Source:** compiled by the authors based on literature synthesis

As shown in Table 1, every characteristic of mature integration is supported by converging evidence from academic studies and industry reports. The Gartner (n.d.) reports added quantitative weight to the pattern, noting that only 19% of chief risk officers express high confidence in their organisation’s ability to recognise the moment at which emerging risks require a transition from monitoring to active management, which indicates that even organisations with established enterprise risk management processes frequently lack governance maturity sufficient for timely response. The Business Continuity Institute (2024) resilience report differentiates between domains in which regulatory compliance, crisis management, and technology adoption require active executive participation, and domains such as business continuity, cyber resilience, and operational resilience, which benefit from a delegated authority model. A single model therefore cannot accommodate every risk management function, a qualification of particular importance for multinational corporations operating across regulatory environments. Siemens AG

illustrates the distributed logic through regional risk committees endowed with operational autonomy within a centrally defined risk appetite.

**Cultural intelligence as a moderating factor**

Studies of cross-cultural team performance converge on the conclusion that higher cultural intelligence supports superior outcomes where coordination challenges are acute, particularly when tasks are ambiguous and require the integration of multiple perspectives. Y. Liao & D.C. Thomas (2025) argued that collective cultural intelligence emerges dynamically through team interaction rather than through the simple aggregation of individual competencies, and that the emergence mechanism involves reflection on cultural differences, adaptation of communication style, and the gradual development of shared behavioural norms. The moderating role of cultural intelligence in risk management can be decomposed along four dimensions, as shown in Table 2.

**Table 2.** Cultural intelligence dimensions and their implications for risk management

CQ Dimension	Description	Risk Management Relevance
Metacognitive CQ	Awareness of and reflection on cultural dynamics during cross-cultural interactions	Recognition of culturally influenced risk perceptions and assessment biases in distributed teams
Cognitive CQ	Knowledge of cultural norms, practices, and conventions across contexts	Anticipation of culturally specific risk factors and response patterns in different operational environments
Motivational CQ	Intrinsic interest and confidence in engaging effectively with cross-cultural situations	Sustained engagement with distributed risk identification processes despite cultural complexity
Behavioural CQ	Adaptive verbal and nonverbal behaviours across diverse cultural contexts	Effective communication of risk information across cultural and linguistic boundaries

**Source:** compiled by the authors based on S. Ang & L. Van Dyne (2015)

Each dimension of cultural intelligence engages a distinct aspect of cross-cultural competence relevant to risk management in multinational settings. The quantitative evidence of S. Nosratabadi *et al.* (2020) indicated that leader cultural intelligence predicts team performance and innovative behaviour, with organisational structure moderating the effect. Technology companies such as Huawei and Lenovo have developed cross-cultural competence among cross-border team leaders and report improvements in coordination effectiveness alongside a reduction of project delays attributable to misunderstanding. W. Johnson *et al.* (2025) demonstrated that cultural intelligence operates multifactorially in global virtual teams and attenuates the detrimental effect of both task and relationship conflict on team performance. Their multi-level study concluded that team-level configurations exert stronger influence than individual-level CQ, which carries an organisational implication: investment in collective intercultural capability yields returns greater than those obtained from isolated training of individual leaders. The foundational work of J. Brett *et al.* (2006) established the conceptual basis for treating cultural differences as manageable aspects of risk rather than as obstacles, a perspective relevant to risk identification in multinational operations. J. Bücken & H. Korzilius (2024) reinforced the position through the Team Cultural Intelligence Scale, whose five dimensions (team cultural metacognition, coexistence, meaningful participation, openness to language diversity, and openness to value and information diversity) confirm the distinguishable and measurable character of the construct at team level.

#### **Digital capabilities and technological infrastructure**

Organisations display considerable variation in their application of digital technologies to risk management. Mature enterprise risk management systems consolidate multiple data feeds within a unified platform and thereby enable comprehensive cross-functional risk assessment. Less mature configurations adopt a best-of-breed approach in which integration between systems depends on manual intervention, with a corresponding risk of inaccuracy and operational inefficiency. Industry evidence indicates that enterprise risk management platforms in large-scale operations may process upwards of 1.2 million security alerts per day, which makes automation a prerequisite for sustainable workload reduction (TechTarget, 2025). Integration of artificial intelligence into governance, risk, and compliance functions has been a transformative development. The capacity of artificial intelligence to analyse large-scale data feeds and generate predictive signals provides a competitive advantage in the identification of emerging risks. According to Gartner (n.d.), more than 45% of organisations had implemented cloud-based enterprise risk management capabilities during 2024 and 2025, supporting remote audit and interdepartmental collaboration. More than 70% of global risk leaders identify digital risk transformation as a key strategy for addressing the intensifying cyber threat landscape (NSSG Global, 2025).

Key risk indicators serve as the operational interface between strategy and day-to-day monitoring. Successful implementation requires alignment of indicators with strategic objectives and risk appetite, the use of empirically validated thresholds, the establishment of escalation procedures, and a regular review cycle that reflects shifting organisational priorities. Organisations displaying the above attributes anticipate and manage risks more effectively. Stakeholder differentiation is also significant: chief information officers, chief information security officers, and business managers develop distinct risk management priorities, which generates demand for role-specific tooling within the same enterprise architecture (TechTarget, 2025). In the context of distributed technical support operations, digital coordination platforms demonstrate the highest effectiveness when combined with robust governance mechanisms. J.N. Lane *et al.* (2024) identified as critical success factors the consistent use of communication platforms across distributed units, the deployment of shared dashboards for visibility into service delivery metrics, the automation of alerts when metrics deviate from acceptable parameters, and the retention of synchronisation meetings for matters not captured by quantitative measures. The coexistence of technological and human coordination mechanisms reflects the sociotechnical nature of risk management systems.

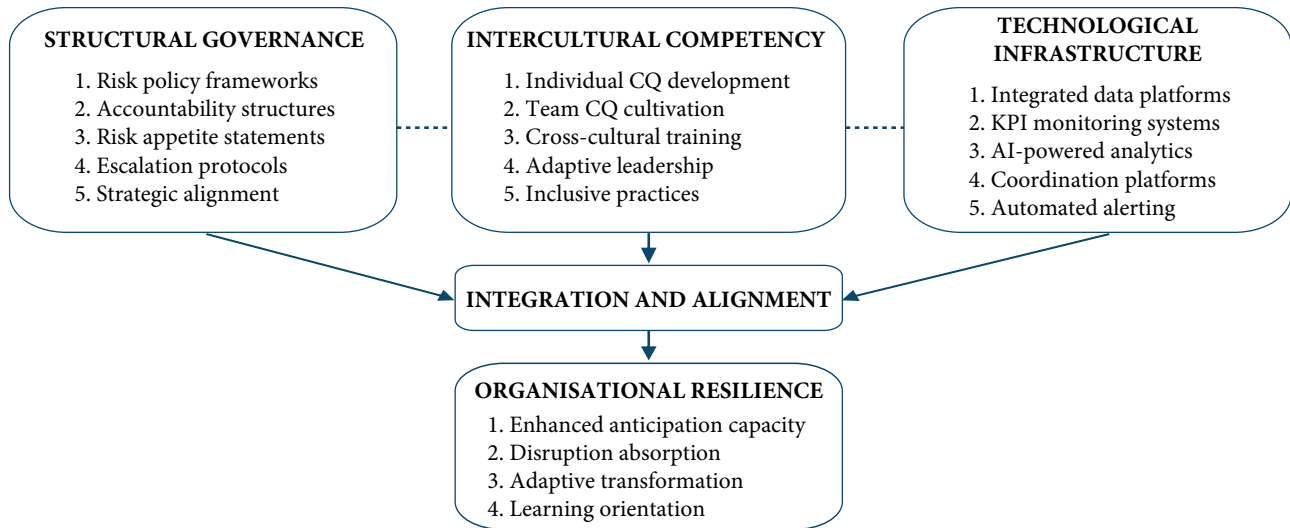
#### **Integrative conceptual framework for risk management in multinational contexts**

The convergent findings of the synthesised literature establish the foundation for a framework that combines enterprise risk management, cultural intelligence, and digital capability as mutually reinforcing components of organisational resilience. Successful risk management in the multinational technical support environment follows from the synergistic integration of three capability domains, depicted in Figure 2: structural governance covering risk policies, systems, and accountability; intercultural competence covering individual and collective cultural intelligence; and technological infrastructure covering digital monitoring and analytical systems.

Construction of the conceptual framework proceeded through a sequence of interconnected analytical steps. Initially, open coding of the forty-two included studies produced a preliminary inventory of concepts distributed across the three domains of interest. Axial coding then established the relational structure between concepts, identifying the points at which governance mechanisms, cultural competencies, and digital tools intersect within organisational practice. Selective coding subsequently consolidated the relational network into three higher-order capability clusters, each defined by the recurrence of supporting evidence across multiple studies. Validation followed through triangulation with industry reports, which confirmed that the clusters identified in peer-reviewed research align with the managerial concerns reflected in Gartner (n.d.), the Business Continuity Institute (2024), and NSSG

Global (2025). The model was finally positioned within a sociotechnical logic, in which human and technological components interact reciprocally to generate resilience, with cultural intelligence acting as the moderating link between governance design and its organisational enactment. As shown in Figure 2, the three capability domains interact through processes of integration and alignment, collectively producing organisational resilience. Structural

governance sets the parameters for monitoring, assessment, and accountability in risk response, a position consistent with the emphasis placed on governance and culture as foundational components within the COSO (2017) framework. Governance in this reading does not reduce to the enforcement of regulatory parameters but extends to the cultivation of a culture in which decision-makers incorporate risk considerations into strategic and operational choices.



**Figure 2.** Capability domains for risk management in multinational contexts

**Source:** developed by the authors based on literature synthesis

Intercultural competence extends governance effectiveness into culturally diverse operating contexts and ensures that procedures developed in one setting can be adapted to another without sacrificing coherence. The Business Continuity Institute (2024) resilience framework emphasised that resilience requires universally applied goals, strategies, and policies, with input from external stakeholders ensuring programmatic alignment. Cultural intelligence allows universality and necessary local adaptation to coexist. Technological infrastructure supplies the

visibility, analytical capacity, and coordination capabilities that enable distributed risk monitoring across geographically dispersed operations. NSSG Global (2025) characterised effective risk management as proactive, digital, and people-centric, noting that organisations capable of adapting to change while retaining awareness of individual and organisational culture occupy the strongest position for sustained performance. The capabilities required for effective risk management in multinational technical support operations are summarised in Table 3.

**Table 3.** Key capabilities for risk management in multinational technical support operations

Capability Cluster	Core Components	Performance Impact
Digital infrastructure integration	Unified data platforms, real-time dashboards, automated alerting, AI-driven analytics	Accelerated threat identification and coordinated response across distributed operations
Proactive risk identification	Horizon scanning, KRI monitoring, predictive analytics, scenario planning	Reduced operational losses and enhanced anticipatory capacity
Adaptive governance structures	Flexible policies, distributed decision authority, continuous learning mechanisms	Enhanced organisational adaptability and responsiveness to emerging risks
Intercultural communication competency	CQ training programs, inclusive practices, culturally adaptive leadership	Improved cross-cultural team coordination and reduced misunderstanding
Distributed decision architecture	Clear authority delegation, local autonomy with global alignment, escalation protocols	Faster local response while maintaining strategic coherence

**Source:** developed by the authors based on literature synthesis

As shown in Table 3, the five capability clusters are synergistic rather than mutually exclusive. Organisations such as IBM and Accenture deploy risk management

systems that combine real-time dashboards for risk monitoring with culturally adapted escalation procedures, enabling distributed technical support teams to resolve risks

within operationally relevant timeframes. The systematic review reveals specific trajectories for the adoption of new risk management approaches within multinational technical support services. Results affirm the need for risk management to combine structural, cultural, and technological capabilities simultaneously rather than excel in any single dimension, a departure from traditional enterprise risk management that historically treated procedural and technical aspects as primary while relegating cultural dimensions to secondary status.

The emphasis on cultural intelligence as a moderating variable for risk management effectiveness is reinforced by the review of intelligences in teams conducted by M. Davaei & M. Gunkel (2024), who examined forty-seven empirical studies and established cultural intelligence as a critical variable for team effectiveness in multinational settings. Thus, the presented information supports the assumption that intercultural competence can be considered as one of the key risk management competencies rather than a variable contingent upon the specific context. On its part, the integrative theory is supported by the dynamic capabilities approach according to A. Monazzam & J. Crawford (2024) and OECD (2024), which proved that enterprise risk management enables organisational resilience evolving through time rather than resulting in a single implementation of changes. In their turn, F. Anglani *et al.* (2023) considered cultural intelligence as a novel concept for project managers in digital environments, whereas X. Liu (2025) discussed the role of high-CQ individuals in the process of more effective interaction in digital environments based on his review of communications used by members of global virtual teams. The empirical investigation conducted by D.J. Jidda *et al.* (2025) found that firm resilience served as a mediator in the relationship between enterprise risk management integration and the performance of supply chains. This idea can be supported by the concept of value creation, which takes place at the organisational rather than technological level.

In addition, the evidence about the contribution of culturally intelligent leaders in improving team engagement up to 35% provided by S. Nosratabadi *et al.* (2020) can be supplemented by the results of other investigations focused on the importance of inclusive leadership in multicultural teams. Specifically, J. Bucker & H. Korzilius (2024) argued that cultural intelligence of teams has independent characteristics affecting their performance. Simultaneously, the contribution of cultural intelligence was examined in different aspects by W. Johnson *et al.* (2025) at the psychological level, among others. Overall, this evidence supports the use of a capability-based approach rather than individual training methods in multinational technical support operations. As for additional insights, the industry report suggests that the number of incidents caused by third-party entities increased twofold in 2024 compared to the previous year from 15% to 30% (NSSG Global, 2025). Two implications follow. First, organisations that seek to improve risk management capability in multinational technical support should develop the three

capability domains of governance, culture, and digital tooling simultaneously rather than sequentially, since advance of one domain beyond a certain threshold yield diminishing returns when the others lag. Second, the cultural capability domain merits distinct attention, since its moderating function permits the development of risk management capability in multinational contexts to proceed more efficiently, a property that remains incompletely exploited in current managerial practice.

## Conclusions

The synthesis of scientific studies has produced coherent findings on innovative risk management in strategic enterprise governance and multinational technical support operations. The review confirmed that integration of enterprise risk management into strategic management constitutes a defining condition of governance maturity, shifting risk from a compliance function to a value-creating mechanism aligned with strategic objectives, risk appetite, and incentive design. Governance and organisational culture emerge as determining factors in the success of integration, outweighing technical sophistication. Cultural intelligence operates as a moderating variable in the effectiveness of risk management in multinational contexts. Team-level and leader-level configurations shape risk perception, communication of risk information across cultural boundaries, and the adaptive response of distributed teams to unanticipated events. The analysis established cultural intelligence as a measurable capability with organisational-level consequences, including improvements in team engagement and performance outcomes of up to 35% under culturally intelligent leadership.

Digital tools, unified data platforms, and key risk indicators strengthen anticipatory capacity and coordinated response in geographically dispersed operations. The value of such instruments materialises only when they interact with mature governance structures and with intercultural competence among leaders and teams. The integrative conceptual framework developed in the study binds structural governance, intercultural competence, and technological infrastructure into a single analytical architecture and demonstrates their synergistic contribution to organisational resilience. The theoretical contribution extends enterprise risk management beyond a technical or procedural domain and positions cultural intelligence as a foundational capability that bridges strategic management theory, cross-cultural organisational behaviour theory, and information systems theory. Evidence drawn from international scholarship reinforced the conclusion that resilience under acute crisis conditions emerges from the joint operation of governance, culture, and digital capability. Further research should empirically validate the proposed framework through longitudinal investigations in multinational enterprises across different institutional and cultural contexts.

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**Conflict of Interest**

None.

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## Інноваційний ризик-менеджмент у стратегічному управлінні підприємством та міжнародних командах технічної підтримки

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**Анотація.** Операції багатонаціональних команд технічної підтримки стикаються з дедалі більшою складністю на перетині цифрової трансформації, міжкультурної координації та мінливого ризикового ландшафту. Метою дослідження було узагальнення наявних знань щодо ефективного впровадження інноваційних практик управління ризиками у стратегічну бізнес-модель з акцентом на операціях багатонаціональних команд технічної підтримки, культурній інтелігентності та цифрових можливостях. Проведено систематичний огляд літератури з використанням рецензованих статей за період 2020-2025 років з баз даних Scopus та Web of Science, доповнених фундаментальними теоретичними працями та галузевими звітами Business Continuity Institute, Gartner, NSSG Global та Комітету організацій-спонсорів Комісії Тредвея. Для виявлення конвергентних закономірностей застосовано тематичний синтез та метаагрегацію. Аналіз засвідчив, що операції багатонаціональних команд, які інтегрують цифрове управління ризиками у зрілі структури управління, досягають підвищеної організаційної стійкості. Культурну інтелігентність визначено модеруючим чинником ефективності управління ризиками в гетерогенному контексті, причому аналіз емпіричних даних засвідчив позитивні кореляції між культурно інтелігентним лідерством та організаційною ефективністю зі зростанням залученості команди до 35 %. Було виявлено, що уніфіковані платформи даних і ключові індикатори ризику істотно підвищують антиципаторну спроможність і скоординованість реагування у географічно розподілених операціях. Розроблено інтегративну концептуальну модель, яка поєднує три домени спроможностей: структурне управління, міжкультурну компетентність та технологічну інфраструктуру, що демонструє їхній синергійний внесок у підвищення організаційної стійкості у складних операційних середовищах. Практична цінність роботи полягає у наданні фахівцям з управління ризиками та керівникам багатонаціональних команд технічної підтримки цілісної рамки для одночасного розвитку управлінських, культурних і цифрових спроможностей замість послідовного інвестування в ізольовані домени

**Ключові слова:** управління ризиками підприємства; культурна інтелігентність; багатонаціональні команди; цифрова трансформація; організаційна стійкість; корпоративне управління ризиками