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The object of research is the process of management and functioning of logistics systems of the European Union countries and Ukraine under conditions of uncertainty and crisis phenomena. The problem addressed is the lack of a methodologically formalized link between the type of logistics risk environment and the choice of a controlling model capable of ensuring efficiency and resilience of logistics processes. The results are based on internationally comparable indicators, including the logistics performance index, time to export procedures, the transport services cost index, and the political stability and absence of violence index. After data standardization, k-means cluster analysis identified three types of logistics risk environments in the European Union with different levels of risk exposure. This confirms the heterogeneity of logistics risk profiles across EU countries and limits the applicability of unified controlling models focused exclusively on efficiency. A comparative assessment of Ukraine relative to average cluster values revealed an extreme logistics risk environment. It is characterized by a 22–31% lower Logistics Performance Index, a 2.7–4.3 times longer time required for export procedures, a 24–35% higher transport services cost index, and a significant deterioration in institutional parameters compared with the average values of all EU clusters. A mechanism for selecting a risk-oriented logistics controlling model depending on the operating conditions of the system has been developed, which enhances the validity of managerial decisions and the resilience of logistics processes. A distinctive feature of the results is the proposed mechanism for selecting a risk-oriented controlling model depending on the type of logistics environment.

Keywords: controlling, logistics risks, supply chains, logistics risk environment, logistics system resilience