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FEATURES OF MANAGEMENT OF ECONOMIC SECURITY OF ENTERPRISES

Viktoriia Baidala, Anna Yakymovska. *"Features of management of economic security of enterprises".* The article is devoted to the study of topical issues of economic security management of enterprises. The author characterizes the principles on which the management of economic security of an enterprise should be based. The article provides a list of measures to manage the economic security of enterprise and their characteristics. With a view to forming a system for managing economic security of an enterprise, the article provides some features of organizational aspects which should be given special attention with a view to effective management of economic security. The issue under study is multifaceted and includes a study of certain functional components of economic security of an enterprise: financial, personnel, technological, legal, environmental, and information. It is determined that the purpose of managing the economic security of an enterprise is to minimize threats to business development and ensure the safety of the enterprise's property. The tasks that should be solved by the economic security management system in modern economic conditions are highlighted. It is emphasized that a systematic approach to economic security management can serve as a theoretical and methodological basis for analyzing economic security systems at different levels of management.

Keywords: economic security, enterprises, management, risks, threats, management of economic security of enterprises.

Вікторія Байдала, Анна Якимовська. «Особливості управління економічною безпекою підприємств». Стаття присвячена дослідженню актуальних питань з управління економічною безпекою підприємств. Наведена характеристика принципів, на яких має ґрунтуватися управління економічною безпекою підприємства. В роботі дається перелік заходів з управління економічною безпекою підприємства та їх характеристика. З метою формування системи управління економічною безпекою підприємства наведено деякі особливості організаційних аспектів, на які необхідно звернути особливу увагу з метою ефективного управління економічною безпекою.

Досліджуване питання є багатогранним і включає в себе дослідження певних функціональних складових економічної безпеки підприємства: фінансову, кадрову, технологічну, правову, екологічну, інформаційну. Визначено, що метою управління економічною безпекою підприємства є мінімізація загроз розвитку бізнесу та забезпечення збереження майна підприємства. Виокремлено завдання, що має вирішувати система управління економічною безпекою в сучасних умовах господарювання. Наголошено, що системний підхід до управління економічною безпекою може служити теоретико-методологічною основою аналізу систем забезпечення економічної безпеки на різних рівнях господарювання.

Ключові слова: економічна безпека, підприємства, управління, ризики, загрози, управління економічною безпекою підприємств

Introduction. Intensive changes in the market conditions cause threats to the stable economic activity of enterprises. This situation forces enterprises to quickly adapt to certain operating conditions, requires a quick search and implementation of ways to ensure their stable development based on the identification, neutralization and prevention of threats. However, the ways to counter threats and risks largely depend on the stage at which the enterprise is at a certain stage of development.

The management of economic security of an enterprise should provide protection against the negative impact of external and internal threats, destabilizing factors and promote the interests of owners, employees, partners of the enterprise and other stakeholders.

Analysis of recent research and publications. The modern scientists were engaged in the study of economic security management of enterprises, among them: Arefieva O. V., Danilova E. I., Zayachkivska O. V., Orlova K. E., Parkhomenko N. O., Prokhorova V. V., Mushnikova S. A., Sosnovska O.O., Fisunen P.A. and others. However, many questions that are really important have not yet been sufficiently researched and are waiting for consideration and a new scientific perspective.

The formulation of the goals of the article is researching the main features and principles of managing the economic security of an enterprise in modern economic conditions.

Presentation of the main results. The majority of Ukrainian enterprises, especially in the current difficult economic conditions during the military aggression by Russia, face the problem of effective economic security management, which can reduce the level of threats to the activities of enterprises from the influence of internal and external factors [11].

The concept of "economic security management" is more specific, but the content remains the same, it is a set of measures and ways to support the enterprise in a state in which it is able to function steadily, developing on an expanded scale, to meet real economic needs at a level not lower than the critical level, to ensure economic independence, to withstand existing and suddenly arising dangers and threats. An important feature of economic security management measures and tools is that they should form a single, purposeful system.

A systematic approach to its formation involves taking into account all the real conditions in which the enterprise is located as an object of economic security [12]. In order to have the necessary focus, the economic security management system must have clearly defined elements, a mechanism for their operation and a scheme of interaction. When developing it, one should rely on the most important theoretical provisions of the general theory of systems. Any system, as delimited by a set of interconnected elements, has its own qualitative characteristics:

- multiplicity of elements;

- close dialectical connection of elements;
- compatibility of elements;
- the presence in the system of such elements that together allow to obtain a new system quality, or, as it is commonly called in the general theory of systems, emergent properties that are not inherent in its elements separately, but arise due to their combination;
- internal integrity of the system;
- the relative limitations of a set of elements from other systems [1].

A systematic approach to economic security management can serve as a theoretical and methodological basis for analyzing economic security systems at different levels of management [4].

The essence of economic security from the point of view of the systemic approach is that each of its elements does not exist and develop in isolation, but together with others, and therefore each element is significant in obtaining the final result. The system of economic security of an enterprise can be represented as a shield that protects a multi-level pyramid of economic security objects, the foundation of which is the material and technical base, personnel of the enterprise and its resource support.

The structural composition of the company's capital forms its financial condition, which is characterized by a certain level of liquidity and financial stability, which, in turn, is determined by the relationship "volume of production - costs - profit". Thus, the pyramid is a certain enterprise architecture within which material and financial resources flow, which, in turn, may cause certain internal threats and related risks of business activity [2].

In our opinion, the system of enterprise economic security management should provide protection against the negative impact of external and internal threats, destabilizing factors and promote the interests of owners, employees, partners of the enterprise and other stakeholders.

The purpose of managing the economic security of an enterprise is to minimize threats to business development and ensure the safety of the enterprise's property. Accordingly, in the current business environment, the economic security management system of an enterprise should solve the following tasks:

- forecasting and organizing activities to prevent possible threats to the economic security of the enterprise, including threats arising from the expansion of markets;
- identification, analysis and assessment of existing real threats to the economic security of the enterprise, as well as making management decisions to level them;
- ensuring financial stability, liquidity and solvency of the enterprise at any time;
- ensuring technological independence and achieving product competitiveness;
- selection of a sufficient level of personnel qualification and assessment of the efficiency of its functioning;
- protection of the information environment, trade secrets and achievement of a high level of information support for work;
- ensuring the security of personnel, capital, property and commercial interests;
- preventing penetration of economic intelligence structures of competitors, organized crime and individuals with illegal intentions into the company;
- development of the most optimal management decisions on the strategy and tactics of the company's economic activity;
- organization of a system of control over the efficiency of the security system, improvement of its elements [6].

Building an enterprise economic security management system in the context of European market integration should be based on the following principles [9]:

- legality (all activities of the enterprise must be carried out on legal grounds);
- individual rights and freedoms (the system should ensure economic and legal

security of each employee and owner of the enterprise);

- systematic and comprehensive (each element of the system can be considered as a source and a threat to economic security);

- rationality and economic efficiency (the costs of organizing and operating the security system should not exceed business revenues);

- hierarchical subordination (the economic system should have a clear system of powers and responsibilities of each employee, a hierarchical system of subordination should be defined);

- immediacy and continuity (involves ensuring the constant efficiency of the system and a combination of preventive and repressive measures to ensure economic security) [3].

In the current economic environment, practical actions to manage the economic security of an enterprise should begin with

diagnostics of the actual state of economic security of an enterprise [10].

Diagnostics is a set of studies aimed at identifying a weak link in the system of ensuring the economic security of an object, identifying problems and finding options for their solution.

The diagnostics should result in a list of proposed measures to improve the level of economic security in the face of constantly growing risks of the enterprise and an action plan for continuous monitoring of the facility. Next, it will be necessary to assess the effectiveness of the proposed measures and implement the most optimal solutions, taking into account their speed [7].

Diagnostics of the actual state of economic security of an enterprise is an important component of the enterprise management process and allows to assess its ability to meet economic challenges and threats. Table 1 shows the steps that can be taken to diagnose the actual state of economic security of an enterprise.

Table 1. Diagnostics of the state of economic security of the enterprise

Stages of diagnosis	Characteristics
Analysis of the financial sector	Conducting a comprehensive analysis of the company's financial statements, including the balance sheet, income statement, cash flow statement, etc. Assessment of liquidity, profitability, asset turnover, and capital adequacy.
Analysis of internal processes	Studying the effectiveness of internal operations and processes at the enterprise, such as inventory management, production management, human resources management, etc. Identification of possible problems and inefficiencies.
Competitiveness analysis	A study of the competitive environment and the company's position in the market. Assessment of the competitiveness of the company's products or services and comparison with competitors.
Risk analysis	Identification of potential risks to which the company is exposed, including financial risks, environmental risks, operational risks, etc.
Assessment of resources and personnel	An analysis of available resources, including financial, technical and human resources. Determination of needs for development and improvement of resources.
Strategy selection	Selection of strategic goals and objectives to strengthen the economic security of the enterprise.
Development of an action plan	Development of plan for the implementation of strategic measures and monitoring of their impact on the economic security of the enterprise.
Monitoring and adjustment	Constant monitoring of strategy implementation and adjustment of actions if necessary.

Source: developed by the author

The selected diagnostic stages will help the enterprise to assess its current situation and develop a strategy to strengthen economic security. Diagnostics of the actual state of economic security is important to ensure the stability and success of the enterprise in the conditions of a constantly changing business environment.

In connection with the fact that the economic security of the enterprise is affected by a huge number of both external and internal factors, the enterprise must have a mechanism for constant control and tracking of changes in these factors [8].

In order to effectively manage the economic security of the enterprise, in addition to many factors, it is necessary to take into account modern business conditions, in particular [5]:

a critical decrease in the profitability and income of enterprises, which slows down the reorientation and stabilization of production without the support of external investment sources;

the appearance of new competitors on the market, which is caused by the expansion of markets;

constant growth of production costs, which is caused, mainly, by monopoly pricing in the system of economic relations of enterprises, providing it with material, energy, communication and other resources.

Conclusions.

Thus, the process of managing the economic security of enterprises should involve both the owners (through the construction of an appropriate mechanism) and the state, since its role today is largely decisive for business. As a result of the study, we can conclude that the economic security management system, which provides timely signals of possible threats, should not be reactive, but preventive, which will prevent possible uncertainty and risks of activity as much as possible, and ensure strategic business development.

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