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Pozniak O.V. PhD (Economics), Associate Professor, Associate Professor of Logistics Department, State University «Kyiv Aviation Institute» (Ukraine)

ORCID – 0000-0003-0701-9698

Researcher ID – S-7110-2018

Scopus author id: –

E-Mail: poznyak_ov@ukr.net

Yashchuk M.V. Graduate student of Logistics Department, State University «Kyiv Aviation Institute» (Ukraine)

ORCID –

Researcher ID –

Scopus author id: –

E-Mail:

Suvorova I.M. PhD (Economics), Associate Professor, Associate Professor of Logistics Department, State University «Kyiv Aviation Institute» (Ukraine)

ORCID – 0009-0009-3271-6242

Researcher ID –

Scopus author id: –

E-Mail: iryna.suvorova@npp.nau.edu.ua

CONCEPTUAL APPROACH TO FINANCIAL SECURITY MANAGEMENT OF A LOGISTICS COMPANY

Oksana Pozniak, Maryna Yashchuk, Iryna Suvorova. *“Conceptual approach to financial security management of a logistics company”.* This article is devoted to researching and forming a conceptual approach to managing financial security in a logistics company, addressing the challenges of maintaining financial stability in a highly dynamic and risk-prone industry in the face of global challenges. The study reveals that financial security can be examined through multiple theoretical perspectives, each highlighting specific aspects but often lacking an integrated understanding. The article defines financial security as a state of balance between a company's financial resources and its short- and long-term objectives, its adaptability to financial challenges, and resilience to external and internal destabilizing factors. Based on this, a comprehensive concept of financial security management in a logistics company is proposed. The strategic foundations, key actors, goals, and tasks that form an integrated financial security system have been identified. It is described as a set of interrelated elements and mechanisms that ensure operational stability in the face of real and potential threats, risks, and global challenges. The core objective of such a system is to provide financial stability and enable timely and adequate responses to potential crises. The scientific novelty lies in developing a multi-dimensional model for assessing financial security, which incorporates financial metrics, the impact of human resources, sustainable development parameters, and global risk factors in the context of sustainable development. Particular emphasis is placed on sustainable finance, defined as the redirection of financial flows, such as

investments, loans, and credit lines, towards projects and companies that advance environmental, social, and governance (ESG) goals. This includes areas such as climate change mitigation, energy efficiency, biodiversity preservation, and equitable social progress. The study substantiates that implementing a financial security management system allows for the creation of a qualitatively new and integrated safety framework with increased efficiency.

Keywords: financial security, logistics company, conceptual approach, sustainable financing, ESG, financial stability, financial security indicators, global challenges

Оксана Позняк, Маріна Ящук, Ірина Суворова. "Концептуальний підхід до управління фінансовою безпекою логістичної компанії". Стаття присвячена дослідженню та формуванню концептуального підходу до управління фінансовою безпекою в логістичній компанії, вирішуючи проблеми підтримки фінансової стабільності високодинамічної та схильної до ризиків галузі в умовах глобальних викликів. Дослідження показує, що фінансову безпеку можна розглядати з точки зору кількох теоретичних перспектив, кожна з яких висвітлює конкретні аспекти, але часто не має цілісного розуміння. У статті фінансова безпека визначається як стан балансу між фінансовими ресурсами компанії та її короткостроковими та довгостроковими цілями, її адаптивність до фінансових викликів та стійкість до зовнішніх та внутрішніх дестабілізуючих факторів. На основі цього запропоновано комплексну концепцію управління фінансовою безпекою в логістичній компанії. Визначено стратегічні основи, ключових учасників, цілі та завдання, що формують інтегровану систему фінансової безпеки. Вона описується як сукупність взаємопов'язаних елементів та механізмів, що забезпечують операційну стабільність перед обличчям реальних та потенційних загроз, ризиків та глобальних викликів. Основною метою такої системи є забезпечення фінансової стабільності та забезпечення своєчасного та адекватного реагування на потенційні кризи. Наукова новизна полягає в розробці багатовимірної моделі оцінки фінансової безпеки, яка враховує фінансові показники, вплив людських ресурсів, параметрів сталого розвитку та глобальних факторів впливу ризиків в контексті сталого розвитку. Особливий акцент робиться на сталому фінансуванні, яке визначається як реорієнтація фінансових потоків, таких як інвестиції, позики та кредитні лінії, на проекти та компанії, що сприяють досягненню екологічних, соціальних та управлінських (ESG) цілей. Це включає такі сфери, як пом'якшення наслідків зміни клімату, енергоефективність, збереження біорізноманіття та справедливий соціальний прогрес. У дослідженні обґрунтовано, що впровадження системи управління фінансовою безпекою дозволяє створити якісно нову та інтегровану систему безпеки з підвищеною ефективністю

Ключові слова: фінансова безпека, логістична компанія, концептуальний підхід, стале фінансування, ESG, фінансова стабільність, індикатори фінансової безпеки, глобальні виклики

Introduction. The global economy is increasingly facing unpredictable challenges such as pandemics, armed conflicts, economic instability, inflationary fluctuations, environmental problems and rapid technological changes. Logistics companies, as key participants in global supply chains, are particularly vulnerable to such changes, which highlights the importance of effectively managing their financial security as a key tool for adaptation, stability and development.

The logistics sector is critical to the stable operation of many industries, but at the same time it is sensitive to economic fluctuations. Rising fuel prices, currency instability, supply risks and disruptions in supply chains create additional financial burdens on the activities of these companies.

Financial security is an important element of the operational activities of logistics companies, as it allows to reduce financial losses, predict possible risks and respond to crisis situations in a timely manner. In

addition, in the context of the rapid development of digital technologies and increasing demands for the speed and efficiency of logistics processes, competent management of financial resources allows companies to invest in infrastructure modernization and new technologies without exceeding permissible financial burdens. Thus, the development of an effective financial security management system is a key condition for maintaining the competitiveness of logistics companies in the modern world, which makes this problem extremely relevant.

Analysis of recent research and publications. The literature review shows that approaches to the formation of the concept of "financial security" have been formed relatively recently, although Maslow defined security as one of the basic human needs. The development of economic relations and the growth of the role of finance in the activities of business entities have led to the understanding that certain aspects of

security are formed in the process of managing their production, economic, and financial activities. Taking this into account, the following approaches to the definition of the concept of "financial security of an enterprise" have been formed, which are summarized in Table 1.

According to the approaches considered in Table 1, it can be noted that the key features of this concept are the following features:

- 1) ensuring a balanced and stable financial position;
- 2) promoting the effective operation of the enterprise;
- 3) allows to identify problem areas in the company's activities at an early stage;
- 4) neutralizes the crisis and prevents bankruptcy;
- 5) creates a sense of security for the enterprise from the destructive influence of external and internal threats;
- 6) forms the optimal level of stability and development potential of the enterprise.

Table 1 – Approaches to defining the essence of the concept of "financial security of the enterprise

No	The name of the approach	Scientists who support this approach	Definition of a concept that corresponds to a certain approach
1	2	3	4
1	Financial security is considered as a component of the economic security of an enterprise with appropriate management tools	S. F. Pokropivnyi, O. I. Sudakova, I. V. Bagrovetska, L. S. Kozak, K. S. Horyacheva, I. V. Chibisova, A. S. Krutova, T. O. Staverska, I. L. Shevchuk	"Financial security is an important component of the economic security of the enterprise, which is based on the "independence, efficiency and competitiveness of the enterprise's finances, which is reflected through a system of criteria and indicators of its condition, which characterize the balance of finances, sufficient liquidity of assets and the availability of necessary cash reserves, financial stability, degree protection of financial interests at all levels of financial relations" [7].
2	Financial security is considered as an independent object of management, the ability of an enterprise to effectively use its resource potential	O. V. Arefieva, T. B. Kuzenko, E. K. Bondarenko, O. S. Zhuravka, A. V. Gukova, I. D. Anikina, A. O. Yepifanov, V. I. Muntiy, Y. B. Krakos, R. S. Papekhin	"Financial security is considered as the ability of a business entity to carry out its economic, in particular, financial activities, effectively and stably by using a set of interconnected diagnostic, instrumental and control measures of a financial nature, which should optimize the use of financial resources, ensure their proper level and level impact of risks" [9].

End of table 1

1	2	3	4
3	Financial security as a state (of resources, activities, financial interests, security, etc.) characterized by appropriate resistance to external and internal threats	I. O. Blank, O. I. Baranovskyi, O. I. Vorobyova, O. M. Marchenko, O. E. Ponomarenko, I. V. Nartova and I. O. Kirichenko, I. I. Mulyk, I. V. Nartova and Ya. O. Kirichenko and others.	"Financial security of a business entity is a generalization of the state of finances of the relevant business entity as of a specified date, which indicates the financial capabilities and ability to fulfill obligations and function effectively in conditions of instability, uncertainty and various financial and economic risks" [2].
4	Financial security as a risk management activity	O. A. Kyrychenko, I. V. Kudrya, V. I. Kutsyk, A. I. Bartysh and others	"Financial security of an enterprise is defined as the activity of risk management and protection of the interests of the enterprise from external and internal threats in order to ensure the stable development of the enterprise and the growth of its own capital in the current and strategic perspective" [4].
5	Financial security as a process (the process of ensuring the stability of its functioning, financial balance; the process of achieving a certain state, etc.)	O. V. Susidenko, K. S. Polovneva, L. O. Matviychuk and others	"Financial security is a purposeful multi-level process that includes a set of methods, resources, levers to ensure the protection of the financial interests of the business entity from the destructive influence of external and internal financial threats and the formation of the balance of the enterprise in the current and strategic perspectives under the conditions of a competitive environment" [8]
6	Financial security as a system (provision of financial resources; balanced state of elements and subsystems)	Yu. V. Lavrova, Zh. V. Kudrytska	"Financial security of an enterprise is a system that ensures the stability of important financial proportions of the enterprise's development, which form the security of its financial interests in balance with the financial interests of its economic agents" [5].
7	Financial security as a basis for the formation of investment attractiveness at the micro and macro levels.	Larysa Dokiienko, Nataliya Hrynyuk, Nataliia Babiak, Viktoriia Chepka	"Financial security of the enterprise is determined by an integrated set of components and factors that determine the main aspects of its financial independence and operational efficiency. Taking into account the complex impact of all factors determines the relevance of further improvement of approaches to assessing the enterprise's financial security as a basis for forming its investment attractiveness. The basis of assessing the enterprise's financial security level should be the definition of interdependence and mutual influence of its main components on the scale "level – state – position – zone" as a foundation for the formation of national investment attractiveness at the macro and macro levels" [1].

Source: developed by the authors based on [1-9]

Summarizing the above, it is worth noting that each of these approaches nevertheless focuses attention on certain essential aspects, without forming a holistic view. Each researcher adds their own clarifications to the existing characteristics of financial security, because the category of finance is also multifaceted and synthesized,

but the common idea that emerges from all definitions is this: maintaining an enterprise in a state of financial security is the main prerequisite for its stable development. Therefore, the main goal of ensuring the financial security of the enterprise is to guarantee its stable current activity and high development potential in the future.

Objectives statement. The article aims to develop a conceptual approach to managing the financial security of a logistics company based on system-oriented management by ensuring a timely response to risks through preventive or reactive anti-crisis management that determines financial stability and resilience.

Basic material and results. Financial security is the state of a logistics company that ensures the balance of financial resources between the company's needs for the realization of short-term and long-term goals, the ability to adapt to financial stability and resistance to the negative impact of external and internal threats and destabilizing factors. This provides potential economic development of the logistics system and requires a detailed consideration of the constituent elements of the above definition.

First, this definition combines the balance between the formation of financial resources, which are limited and are formed from various sources of capital, with the interests and needs of the logistics company. The capital structure, the interdependence between own and borrowed financial resources, determines financial stability and solvency, forming the

logistics company's financial independence from external entities.

Secondly, the definition combines the formation of financial resources by achieving long-term and short-term goals, which defines the tasks and goals of financial security by time periods and levels of management (strategic and tactical).

Thirdly, the logistics company must constantly adapt its financial security strategy to the challenges of the global environment, by identifying and evaluating the impact factors of threats to ensure that the impact of identified challenges on the financial security of the logistics company is minimized.

Fourth, financial stability, financial balance and financial flexibility are decisive for maintaining financial security and ensuring the development potential of a logistics company.

In accordance with the proposed definition of the concept of "financial security of a logistics company", the strategy, subjects of financial security, purpose and tasks that form the comprehensive concept of financial security of a logistics company shown in Fig. 1 are defined.

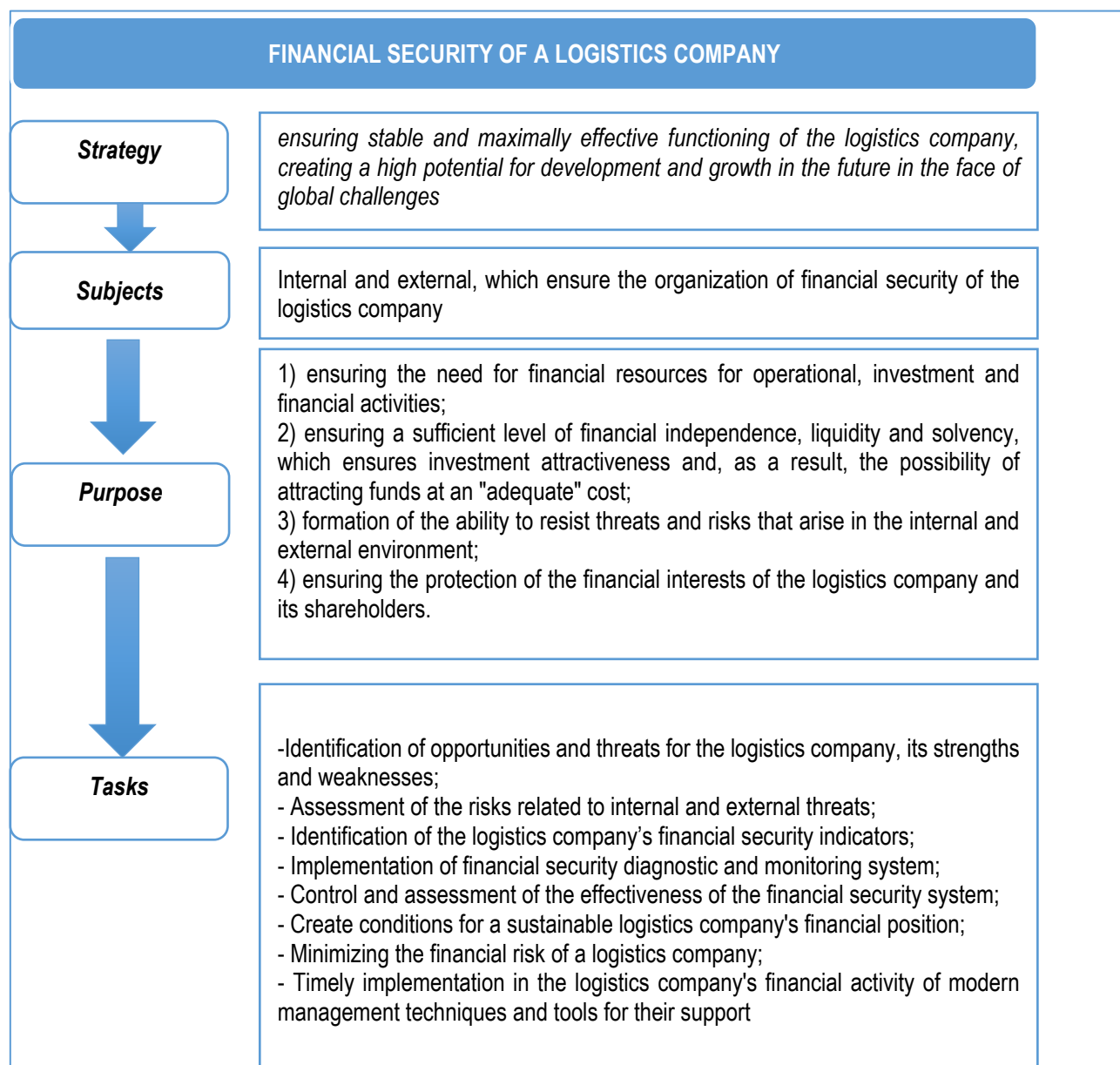


Figure 1 – The process of organizing business trips involving air transport

Source: developed by the author based on [6]

The proposed comprehensive approach to defining the concept of financial security of a logistics company provides an opportunity

to form a system for ensuring the financial security of a logistics company, which is shown in Fig. 2.

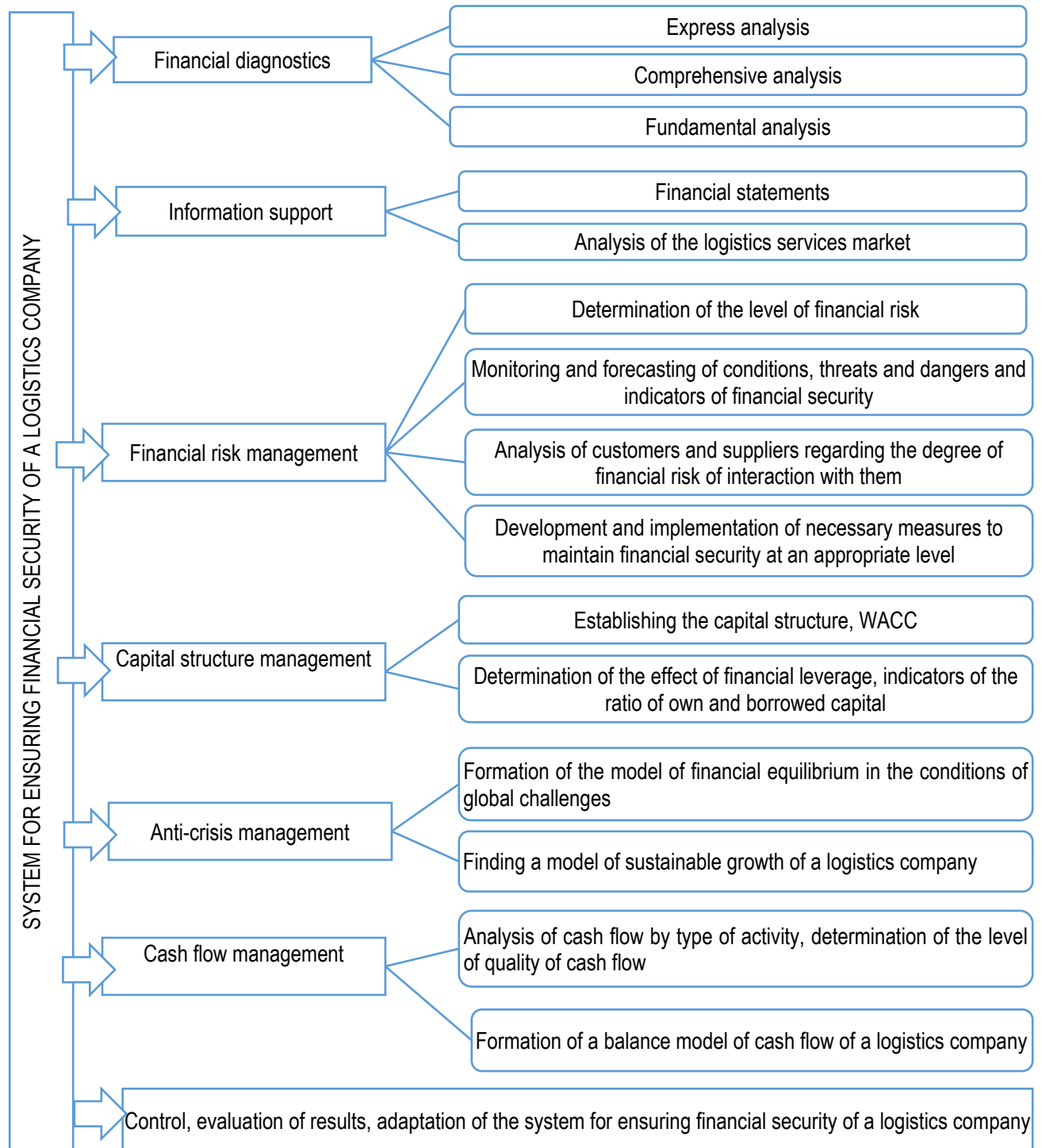


Figure 2 – System for ensuring financial security of a logistics company

Source: developed by the author

The first subsystem is the financial diagnostics subsystem. Financial diagnostics is a method of learning the financial mechanism of an enterprise, the processes of formation, and the use of financial resources for its operational and investment activities. Diagnostics allows in the early stages to

determine the onset of a crisis situation, to assess the level of threats to the efficient operation of the logistics company and the factors that caused them. Therefore, the main purpose of this system is to assess the degree of threat and timely inform about possible

problem areas in the company's work. The main tasks facing diagnostics are:

- timely determination of the logistics company's crisis environment and outline of the main critical risks;
- assessment of the probability of a crisis and the possibility of bankruptcy;
- analysis of both the external and internal environment in which the logistics company operates;
- based on the conducted analysis, identification of weak points in the activities of the business entity;
- assessment of the efficiency of the logistics company.

The subsystem of financial diagnostics forms the basis for carrying out a multi-level set of diagnostic measures, monitoring the internal environment of the logistics company, and its ability to withstand the challenges of the external environment and adapt to them. Financial security can be characterized using a set of quantitative and qualitative parameters of the financial state, which reflect the level of its protection against external and internal threats. At the same time, it is worth analyzing not only the financial condition of the logistics company but also all the main operational business processes that affect the activities of the logistics company as a whole.

Financial diagnostics includes the following levels of diagnostics, namely [2]:

1. Express diagnostics – the first level of financial diagnostics, which provides the possibility of a quick analysis. Such diagnostics help to identify signs of financial problems and the development of a crisis state of a logistics company at an early stage. In the process of express diagnostics, the financial condition and financial stability of the enterprise are analyzed using methods of financial analysis.

When carrying out this diagnosis, the recommended and actual value of each indicator is compared, while an assessment is made depending on the value limits for each criterion, which are set by the logistics company. Depending on the value of the

indicator and the limits set for it, the indicator is evaluated with points from 0 to 10. If the overall score exceeds the dangerous level, then it is necessary to carry out comprehensive diagnostics to determine the reasons for the development of the crisis state, as well as specific "bottlenecks" in the activities of the logistics company.

2. Comprehensive analysis determines the next level of financial diagnostics, which includes both quantitative and qualitative analysis methods and allows for assessment of the real degree of threat and the financial condition of the logistics company. The use of qualitative analysis, based on the principle of quantitative express diagnostics, based on an extended test questionnaire with a significantly larger number of evaluation criteria, helps to see a more complete picture of the crisis and assess the level of threat to the financial security of the logistics company.

3. Fundamental diagnostics is the most complete level of complex financial diagnostics, which provides an opportunity to conduct an analysis, taking into account the stage of the logistics company's life cycle, and critical risks using the maximum diagnostic tools.

For the financial diagnostics subsystem to provide adequate data for making managerial decisions in the field of financial security, the initial data must be relevant, therefore, increased requirements are put forward for information support. It consists of current financial reporting and a report on the sustainable development of the logistics company and information on the state of the logistics services market, and should also include quantitative and qualitative values of financial security indicators, the presence of probable risks or threats, the formed financial interests of the company and the state of their implementation, a strategic plan ensuring financial security, the parameters of the use of financial resources and sources of their income. It is on this basis that all studies of the efficiency of the logistics company are conducted.

Also, an important element of the financial security system is the risk management subsystem, which includes the elimination or prevention of risk by assessing the financial condition of both customers and partners of the logistics company to reduce the adverse impact of certain factors on the results of operations, transfer of risk through its insurance and risk management.

The influence of the capital structure on financial security was already mentioned above, in this subsystem special attention should be paid to the determination of the weighted average price of capital, the determination of the capital structure depending on the business model of the logistics company, as well as the inclusion of capital structure indicators in financial diagnostics to assess the impact of this factor on the financial security.

The anti-crisis management subsystem defines models of financial security depending on the life cycle and global challenges facing the logistics company as a basis for sustainable development.

The cash flow management subsystem provides an opportunity to calculate not only the impact of cash flows from operating, investment, and financial activities but also to calculate free cash flow, which acts as a "financial security cushion" of a logistics company.

The last subsystem consists of three components - control, evaluation of results, and adaptation of the system according to challenges.

Control - provides an opportunity to compare the achieved results with the expected indicators and determine the degree of their deviation, determine the causes of deviations to significantly increase the effectiveness of the logistics company's financial security system. The main function of the subsystem of control and evaluation of results is the analysis and evaluation of the results of the activity of the system to ensure the financial security of the logistics company as a whole and the efficiency of the activity of each of its components. The result of this

assessment is the formation of conclusions. To implement this function, it is necessary to monitor the implementation of the plan, conduct a deviation analysis, and make adequate corrections. This will help to identify areas of effectiveness or, conversely, inefficiency of the logistics company's financial security system. It is important not only to establish the cause of the deviation but also to take corrective measures to solve the problem. Accordingly, the subsystem of control and assessment of results ensures the relationship between the formation of an information base, planning, diagnostics, and control, unites the entire system, effectively coordinates it, and evaluates the effectiveness of its performance of tasks.

Thus, summarizing the consideration of the concept of financial security of a logistics company, it should be noted that it is a sufficiently complex integrated system that forms the basis for economic growth and sustainable development, in which conditions are created for the implementation of a financial mechanism capable of adapting to changing conditions in the internal and external environments, factors affecting the financial security of the logistics company. Therefore, in the context of ensuring financial security, it is necessary to identify these factors.

The formation of a unique system of financial security is an important element for the stable functioning and development of a logistics company. The system should include the following main components: financial diagnostics, information support, financial risk management, a subsystem of financial instruments and security levers, as well as mechanisms for monitoring and evaluating results. Regular implementation of these measures contributes to improving the overall efficiency of the enterprise, increasing productivity, optimizing costs, restructuring assets and liabilities, as well as improving the marketing strategy. In the event of a crisis, the management must make timely decisions that take into account the specific causes and factors of the development of crisis processes.

The financial security system of a logistics company can be defined as a set of interconnected elements and mechanisms that ensure the stability of its activities, taking into account the impact of existing and potential risks, global challenges, threats, and dangers. System-oriented management in this context creates an opportunity to achieve the company's strategic and current goals. The main goal of creating a comprehensive system of financial security is to ensure the financial stability of the logistics company and its ability to respond in a timely and adequate manner to real and possible risks. A comprehensive system of financial security has the task of maintaining the stability of the company and management in crisis conditions through preventive or reactive anti-crisis management. When creating and operating a financial security system, it is necessary to take into account key aspects: the principles of building an enterprise, its organizational and management structure, the effectiveness of the functioning of divisions, as well as the financial security management system.

The security management system of a logistics company is a set of interconnected elements, each of which makes a unique contribution to the system, which gives it specific properties as a whole. All components of the system are interconnected and interact with each other, forming a qualitatively new integrated security system with an increased level of efficiency, which is shown in Fig. 3.

The object of the logistics company's financial security system is its assets, financial

resources, capital, information resources, personnel, non-property rights and economic interests, as well as indicators reflecting financial stability, solvency and profitability, which indicate the level of financial security of the company. Thus, management covers the protection of the financial, property, technological, personnel, information and intellectual potential of the logistics company.

The main strategy of financial security of the logistics company was defined in fig. 1. As part of its implementation, the following strategies are defined, namely:

1. Risk reduction strategy: involves the diversification of suppliers, customers and sources of financing, which allows to reduce the logistics company's dependence on certain market segments.

2. Liquidity preservation strategy: maintaining a sufficient level of liquid assets that will ensure the fulfillment of short-term obligations.

3. Investment strategy: aimed at effective asset management in order to preserve and increase the financial resources of the logistics company.

4. Anti-crisis strategy: includes action plans in case of financial crises, allowing to quickly adapt to adverse economic conditions.

In addition, the logistics company's financial security management system should be based on the following principles, which are shown in Fig. 4.

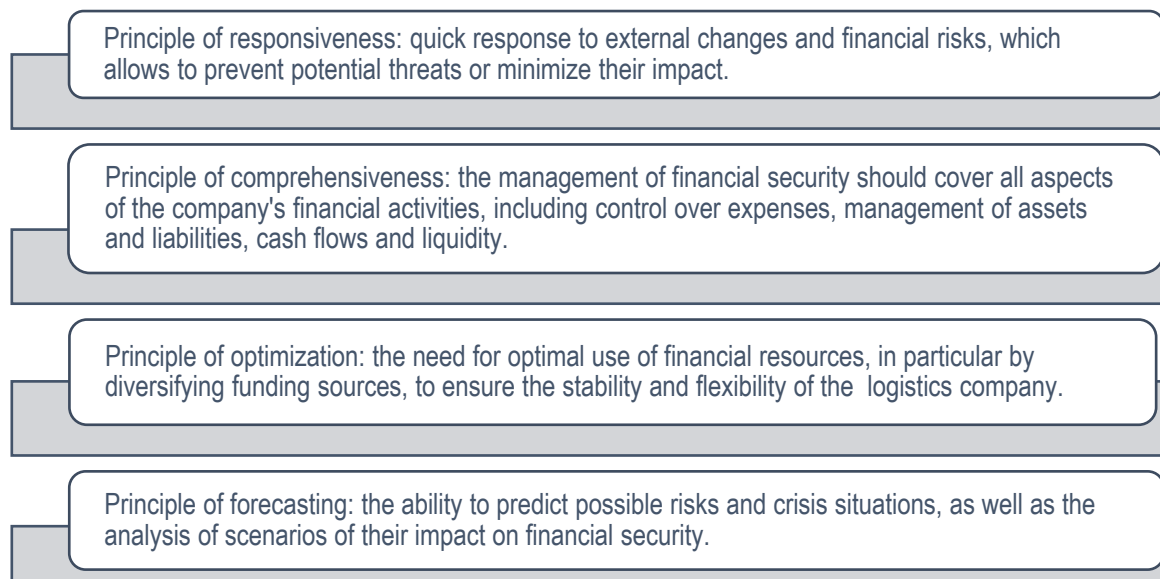


Figure 4. Principles of managing financial security of a logistics company

The next block of the system is represented by the main components, which include:

An information and analytical system that determines the collection and analysis of financial information necessary for risk assessment, forecasting and decision-making. It includes regular monitoring of financial indicators and external factors that may affect security. The information and analytical system is based on reliable external and internal data. External data includes information about economic conditions, market trends, regulatory changes and competitive factors that affect financial stability. Internal data includes the company's financial performance, cash flows, expenses, and the structure of assets and liabilities of a logistics company. Information about the risks of currency fluctuations, credit risk, operational risks, etc. deserves special attention.

The organizational structure of financial security management is determined by internal and external entities involved in the management of various aspects of financial security: financial analysts, risk managers, accountants, as well as defining their roles and responsibilities.

Control and audit mechanisms provide for regular internal and external audits of financial indicators and processes to identify and correct possible shortcomings and risks of the logistics company.

If the first two blocks of the system form a categorical and organizational apparatus, then the next block - the financial security management mechanism - is the core of this system, and defines the process of ensuring financial security as the actions and interactions of the elements of the mechanism and management structure.

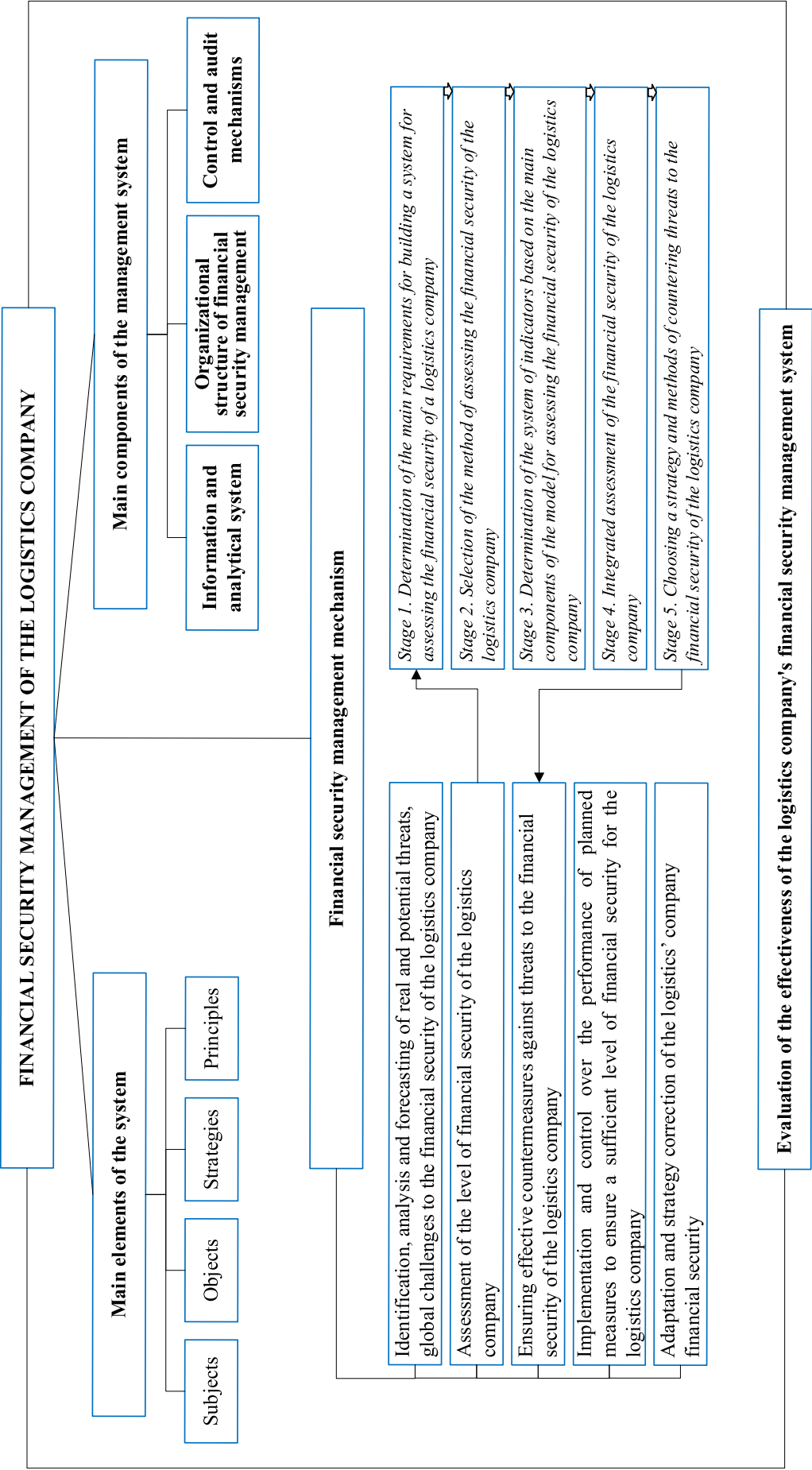


Figure 3. Conceptual model of managing the financial security of a logistics company

Source: developed by the author

In the first stage, the types and causes of negative impacts on the logistics company that threaten its financial security are determined. These negative effects can be both subjective and objective. Subjective factors include internal and external actions resulting from conscious decisions (or inaction) of people and other market subjects that may harm the enterprise, as well as the consequences of poor-quality work by employees or partners. Threats, risks, and global challenges facing the logistics company were identified in the theoretical chapter of the qualification work. Of course, a logistics company can identify threats and risks that are personalized, that is, they affect a specific logistics company.

One of the main elements of the mechanism is the system for assessing the level of financial security of the logistics company. The logistics company can choose equal models for evaluation. It is proposed to expand this stage and consider in more detail the algorithm for assessing the financial security of a logistics company.

The main requirements for building a system for assessing the financial security of a logistics company include, firstly, comprehensiveness, which determines that the system should cover all the main aspects of the logistics company's financial activities, including the management of assets, income, expenses, liquidity, investment activities, and credit obligations. The assessment should take into account both internal and external factors affecting financial security.

Second, objectivity and accuracy, which means that up-to-date financial indicators, statistical data, and relevant financial reports must be used to ensure the reliability of the data. The evaluation system should be based on objective methods of analysis that exclude subjective evaluation.

Thirdly, operational efficiency is characterized by the fact that the system should allow rapid detection of negative changes and risks, as well as provide the possibility of rapid adjustment of financial security protection strategies.

The next requirement for the evaluation system is its adaptability, which determines that since the external environment, economic conditions, and the specifics of the logistics industry may change, the evaluation system must have the ability to adapt, taking into account new trends, market conditions, and potential threats.

The last requirement determines economic efficiency, that is, the evaluation system should be economically justified, and the costs of its operation should be optimal, so as not to create an additional financial burden on the company.

Compliance with these requirements will contribute to the creation of a reliable and effective financial security assessment system, which will allow the logistics company to maintain financial stability and promptly respond to changes in the market environment.

The next stage determines the formation of a system of indicators based on the main components of the model for assessing the financial security of a logistics company (see fig. 5). The main components of this indicator system are a group of financial indicators, a group of personnel indicators, a group of sustainable development indicators, and a group of indicators for assessing the impact of global challenges. These indicator groups have a direct impact on the financial security of a logistics company. All researchers determine the influence of various financial indicators on the financial security of the company, therefore the use of different groups of financial indicators is appropriate.

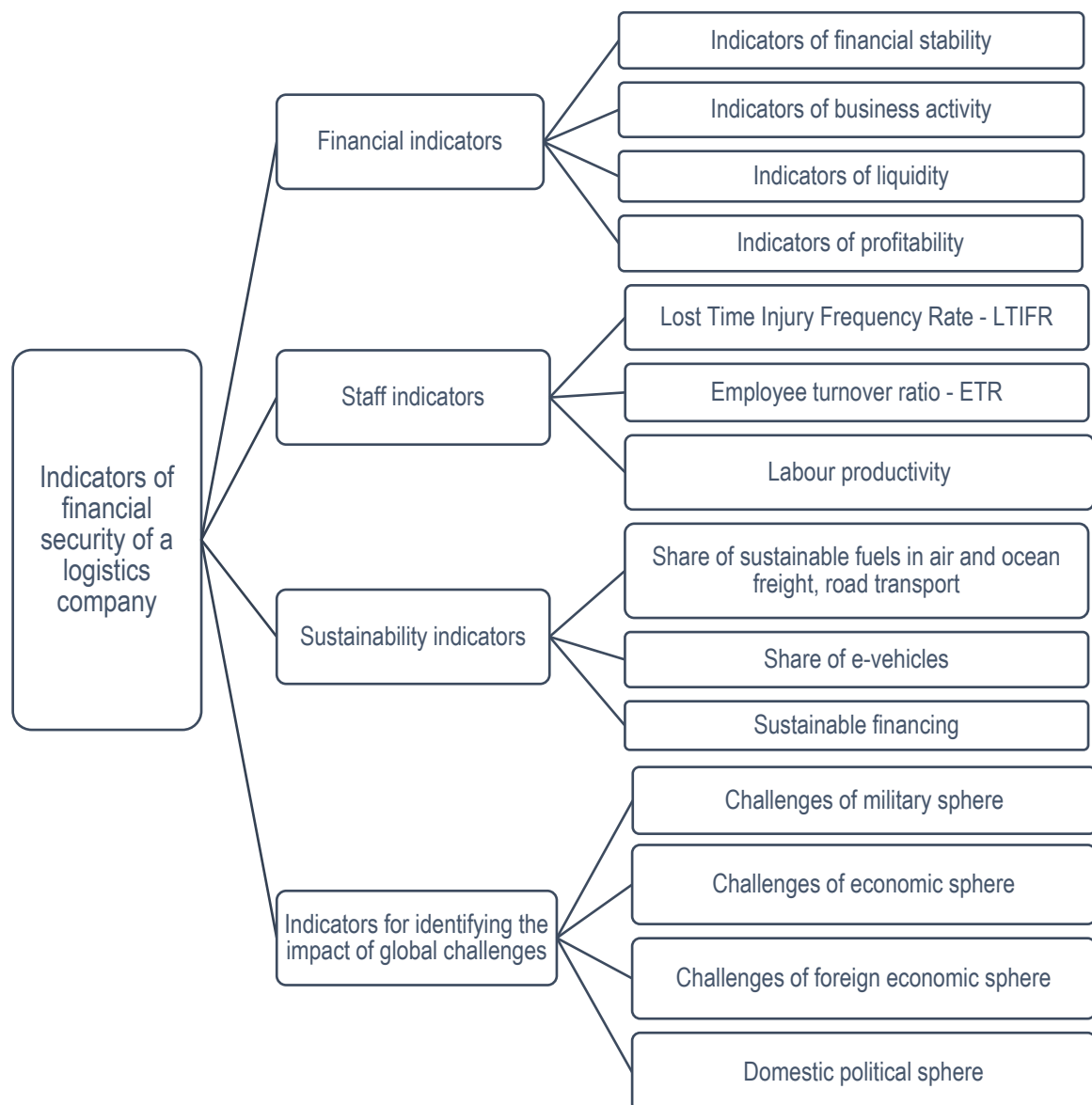


Figure 5. Indicators of financial security of a logistics company

Source: developed by the author

The main resource of a logistics company is its personnel, therefore the efficiency of a logistics company depends to a greater extent on the competencies of the personnel. Since personnel is the main resource, it is the carrier of not only competencies but also commercial secrets of the company, therefore the loss of personnel can threaten the financial security of the company.

Among indicators of sustainable development, the indicator of sustainable financing deserves special attention. Sustainable finance refers to the practice of

directing financial flows, such as investments, loans, and lines of credit, to projects, companies, or initiatives that advance environmental, social, and governance (ESG) objectives. The goal is to support sustainable development while simultaneously achieving economic growth. Sustainable finance combines traditional financial criteria with an assessment of long-term environmental and social impacts, encouraging responsible investments that are aligned with sustainable development goals such as climate change mitigation, energy efficiency, biodiversity

protection, and equitable social development.

Each component of financial security is assessed based on defined groups of indicators, which are summarized based on an integral indicator of financial security.

Depending on the value of the integral indicator, strategies, and methods of countering threats to the financial security of the logistics company are determined. The last stage of the algorithm for assessing the level of financial security is correlated with the third stage of the financial security management mechanism - "Ensuring effective countermeasures against threats to the financial security of the logistics company." A logistics company can develop a package of preventive measures that can be used in the proactive management of financial security.

The fourth stage of the mechanism is "Implementation and control over the performance of planned measures to ensure a sufficient level of financial security of the logistics company", which consists of two components - implementation and control. Implementation involves the implementation of a set of measures that are implemented through the management of subsystems, which are defined in Fig. 2. Controls ensure that all processes meet financial security objectives by providing oversight and identifying any discrepancies for corrective action. Control is carried out by conducting a regular financial audit, which specifies periodic checks of financial records and processes to ensure compliance with internal policies and external regulations. In addition, an internal control mechanism that establishes a system of checks and balances to monitor compliance with financial plans, budgets, and policies may also be introduced.

The last stage of the mechanism - "Adaptation and correction of strategy"

provides flexibility, allowing the logistics company to respond to new risks or economic changes, thereby ensuring long-term financial security. Corrective actions involve the development and implementation of corrective measures for individuals/each subsystem to ensure financial security, which is defined in Fig. 2 if any deviations are detected at the monitoring stage. Adaptation involves forming reactions to changes in the external environment, and modifying strategies (for example, changing investment tactics or risk management tactics) to better match new conditions.

The conceptual model of financial security management of a logistics company is summarized by evaluating the effectiveness of the logistics company's financial security management system, which allows to assess the overall state of financial security and evaluate the effectiveness of measures taken to ensure financial security and correct strategies in case of deviations from the plan.

Conclusions. So, the conceptual foundations of the logistics enterprise's financial security management system are determined by key principles, methods, and tools aimed at ensuring the stable functioning of the logistics company in the face of global challenges. The conceptual basis of the financial security management system of the logistics company should ensure its stability and ability to quickly adapt to external changes, and global challenges facing the logistics company. The financial security assessment system is the core of this model, thanks to which the logistics company will be able to conduct an integrated assessment of financial security, assess potential threats to its activities to ensure financial stability, and increase competitiveness in the face of global challenges..

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