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PROSPECTS AND INNOVATIONS**



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Editor

Komarytskyy M.L.

Ph.D. in Economics, Associate Professor

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UDC 65.014.1:016.1

**APPLIED IMPERATIVES OF CREATING AN EFFECTIVE SYSTEM OF
THE ENTERPRISE'S ECONOMIC SECURITY UNDER THE CONDITIONS
OF NEW CHALLENGES AND THREATS
OF THE COMPETITIVE ENVIRONMENT**

Vlasenko Valentyn,

Candidate of Economic Sciences (Ph.D. in Economics),

Associate Professor

Poltava University of Economics and Trade,

Poltava, Ukraine

Abstract: In article the methodological and practical recommendations of creating an effective system of the enterprise's economic security under the conditions of market transformations are substantiated. The stages of the process of evaluating the effectiveness of the enterprise's economic security system were considered.

Key words: business security, enterprise security, economic security, the enterprise's economic security system, process of evaluating the effectiveness of the enterprise's economic security system, economic transformations.

Introductions. The implementation of effective economic activity by enterprises at the current stage of adaptation of the national economy to the requirements of wartime is accompanied by the need to overcome the threats of negative factors of the external environment, restore the stable state of individual economic entities as a result of their exit from crisis situations, and ensure stable solvency in the future. For these reasons, the management of most market entities is trying to form systems of economic security of economic activity by applying an integrated approach.

The formation of an effective system of economic security at enterprises of various organizational and legal forms and branch affiliation remains an urgent issue.

That is why a complete system of economic security of the enterprise is the guarantee of its further survival in the conditions of new challenges and threats of the competitive environment.

Aim. The purpose of the study is to substantiate the scientific-methodical and applied principles of creating an effective system of the enterprise's economic security in the transformation period.

Materials and methods. During the writing of the article, a number of general scientific research methods were used: methods of analysis and synthesis, induction and deduction, dialectical method of cognition, complex approach, methods of comparisons and analogies, logical generalization.

Results and discussion. At the current stage of the development of socio-economic relations, the term «security» is understood as a complex concept containing various interpretations. In the social sciences, the concept of «security» characterizes the satisfaction of such needs as existence, integrity, independence, peace and development. The approach is quite widespread, according to which security is defined as «a state of preservation and protection of the stable existence and development of an object (system), in which the probability of changes caused by external or internal influences, of any parameters (characteristics) of functioning is minimal» [1, p. 20].

Scientist B. S. Dub understands security as «the conditions in which a complex system is located, when the action of external factors and internal factors does not lead to processes that are considered negative in relation to this complex system in accordance with the existing, at this stage, needs, knowledge and ideas» [2, p. 9].

Professor N. I. Verkhoglyadova emphasizes that «security is the absence of unacceptable risk associated with the possibility of causing any harm to the life, health, and property of citizens, as well as to the natural environment» [3].

On the other hand, the category «enterprise security» is understood as the state of effective use of its resources (capital resources, personnel, information and technology, equipment and equipment, corporate rights) and existing market opportunities, which allows preventing internal and external negative influences

(threats) and ensure its long-term survival and sustainable development in the market in accordance with the chosen mission.

Ukrainian scientists S. B. Dovbnya and N. Yu. Gichova rightly note that «enterprise security is a set of measures that contribute to increasing the financial stability of economic entities under the conditions of a market economy, which protect their commercial interests from the influence of negative market processes» [4, p. 91]. There is a fairly widespread opinion that «enterprise security is a set of factors that ensure independence, stability, and the ability to progress in conditions of destabilizing factors» [5, p. 35].

Summarizing the previous definitions, we consider it expedient to offer the author's interpretation of the category «enterprise security» as a set of organizational, technical, managerial and personnel measures that allow ensuring the stable functioning of the enterprise within the defined tasks of its development under the influence of destabilizing factors of the external environment.

The main goal of the enterprise's economic security should be to guarantee its stable and maximally effective functioning at the current stage, as well as to provide appropriate conditions for the realization of the existing development potential in the future.

In order to effectively manage the economic security of the enterprise, an appropriate system of economic security must be formed. In this context, T. B. Kuzenko notes that «the enterprise's economic security system is a complex of organizational and managerial, regulatory, technical, preventive and propaganda measures aimed at the quantitative implementation of the protection of the interests of the enterprise from external and internal threats» [6, p. 146].

Functional components of the enterprise's economic security system are considered to be:

1. Intellectual and personnel components.
2. Information component.
3. Technical and technological component.
4. Financial component.

5. Political-legal and ecological components.

6. Power component.

According to the author, an effective system of the enterprise's economic security should provide for the formation of a state of its stable life activity, functional stability and financial stability, which ensures the realization of the main economic interests on the market of goods and services, the protection of the subject of market relations from internal and external threats and other destructive factors of the external environment.

Ukrainian researchers L. M. Shymanovska-Dianyach and V. A. Vlasenko summarized the components of a flexible system of economic security for enterprise development [7, Pp. 134-135]:

1. Determination of the main sources and nature of threats, as well as destructive factors affecting the enterprise's management system.

2. Active means of cooperation of the enterprise with suppliers, industry intermediaries, contact audiences in the direction of establishing close relations.

3. The main goals of economic activity security of structural subsystems for prompt identification of destructive factors, prevention of their negative influence or complete elimination, elimination of the consequences of influence, stabilization and return of the socio-economic system to its previous state.

4. Implementation of the main tasks by determining the necessary level of funding for the maintenance of the structural divisions of the enterprise; assessments of the level of threats to the enterprise; comparison of funding opportunities with the level of threats for the implementation of the necessary areas of work in this area.

5. Clear formation of objects of threats (personnel, material means of labor and financial funds, information resources with limited access, means and systems of computerization of enterprise activities, technical means and systems of protection (protection) of material and informational resources, interests, property, technologies, products and services, economic and other relations with partners) and protection subjects (Economic Security Services, Enterprise Security Departments, personal data protection specialists, programmers and database administrators, etc.).

6. Interconnection in the process of activity of all structural divisions of the enterprise in the direction of performance of their functional duties.

We believe that the enterprise's economic security subsystem should take a leading place in the overall organizational structure of the enterprise's management when forming a holistic organizational and economic mechanism for managing its development.

Equally important during the creation of the enterprises economic security system should be the assessment of its effectiveness. As a rule, in the process of evaluating the effectiveness of the enterprise's economic security system, three approaches are most often used: the resource-functional approach, the program-target approach, and the indicator approach. After all, when evaluating the effectiveness of an enterprise's economic security system, we recommend using the resource-functional approach, which involves evaluating the state of use of corporate resources according to special criteria.

Based on these grounds, the recommended process of evaluating the effectiveness of the enterprise's economic security system on the basis of the resource-functional approach should be implemented in the following sequence:

Stage 1. Determination of the list of threats for each functional component of the system of economic security of the enterprise's economic activity.

Stage 2. Assessment of the feasibility and cost of measures related to the prevention of losses in the enterprise's activities.

Stage 3. Evaluation of the effectiveness of measures taken to prevent losses in the company's activities and development of a plan for their repayment (liquidation).

Stage 4. Determination of partial functional criteria for assessing the state of individual components of the enterprise's economic security system.

Stage 5. Determination of the reasons and responsible persons for the insufficient effectiveness of the measures taken to prevent losses for each functional component.

Stage 6. Establishing the importance of the influence of partial functional criteria in the aggregate criterion of the enterprise's economic security system.

Stage 7. Determination of the size of the aggregate criterion of the enterprise's economic security system.

Stage 8. Comparison of the aggregate criterion of the enterprise's economic security system, achieved in the reporting period, with previous results and results of similar enterprises.

Stage 9. Development of measures to eliminate the negative impact of existing threats and prevent their manifestation in the future for each component of the enterprise's economic security system.

Stage 10. Estimating the cost of the proposed measures and establishing the persons responsible for their implementation within the framework of the enterprise's economic security system.

Conclusions. Thus, in the process of creating an effective system of the enterprise's economic security, it is necessary to apply a comprehensive approach that will allow its top management implementing the entire available arsenal of means of influencing risk factors, sources of threats and dangers that prevent the successful functioning and further development of the market entity under the conditions of the economy wartime.

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