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## ECONOMIC SECURITY IN SUPPORTING THE ENTERPRISE STRATEGIC DEVELOPMENT: UKRAINIAN VIEW

### BEZPIECZEŃSTWO GOSPODARCZE WE WSPIERANIU PRZEDSIĘBIORSTWOWEGO ROZWOJU STRATEGICZNEGO: UKRAIŃSKI WIDOK

### ЭКОНОМИЧЕСКАЯ БЕЗОПАСНОСТЬ В ПОДДЕРЖКЕ СТРАТЕГИЧЕСКОГО РАЗВИТИЯ ПРЕДПРИЯТИЯ: УКРАИНСКИЙ ВЗГЛЯД

#### Abstract

*The article considers the theoretical aspects of the “enterprise economic security” for the development of Ukrainian entrepreneurship. Different views of scientists on the essence of the “enterprise economic security” and the main levels of economic security in enterprises have been analyzed and considered. It is concluded that the provision of economic security in the Ukrainian enterprises is determined not only by the knowledge of economic processes but also by the understanding the conceptual provisions of an integrated security system that includes the purpose, objectives, principles of action, the object, and the subject, strategy, and tactics. The system of ensuring economic security should be formed by each enterprise independently, only on an individual, coordinated, systemic and structural scheme, taking into account specific goals and peculiarities of its enterprise.*

**Keywords:** *enterprise, potential, safety, economic security, enterprise economic security.*

#### Streszczenie

*W artykule rozważa teoretyczne aspekty „przedsiębiorstwo bezpieczeństwa ekonomicznego” dla rozwoju ukraińskiej przedsiębiorczości. Różne poglądy naukowców na istotę „przedsiębiorstwo bezpieczeństwa ekonomicznego” a głównymi poziomami bezpieczeństwa ekonomicznego w przedsiębiorstwach zostały przeanalizowane i uwzględnione. Stwierdzono, że zapewnienie bezpieczeństwa ekonomicznego w ukraińskich przedsiębiorstwach determinowane jest nie tylko znajomością procesów gospodarczych, ale także zrozumieniem przepisów koncepcyjnych zintegrowanego systemu bezpieczeństwa, który obejmuje cel, cele,*

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*zasady działania, przedmiot i temat, strategia i taktyka. System zapewnienia bezpieczeństwa ekonomicznego powinien być tworzony przez każde przedsiębiorstwo niezależnie, wyłącznie w ramach indywidualnego, skoordynowanego, systemowego i strukturalnego systemu, biorąc pod uwagę konkretne cele i specyfikę jego przedsiębiorstwa.*

*Słowa kluczowe* przedsiębiorczość, potencjał, bezpieczeństwo, bezpieczeństwo ekonomiczne, przedsiębiorstwo bezpieczeństwa ekonomicznego.

#### **Аннотация**

*В статье рассмотрены теоретические аспекты понятия «экономическая безопасность предприятия» для развития украинского предпринимательства. Проанализированы различные взгляды ученых на сущность понятия «экономическая безопасность предприятия», рассмотрены основные уровни реализации экономической безопасности в деятельности предприятий. Сделан вывод о том, что обеспечение экономической безопасности на украинских предприятиях определяется не только знанием экономических процессов, но также и пониманием концептуальных положений комплексной системы безопасности, которая включает цель, задачи, принципы деятельности, объект и субъект, стратегию и тактику. Систему обеспечения экономической безопасности каждое предприятие должно формировать самостоятельно, только по индивидуальной, согласованной, системной и структурной схеме, учитывая конкретные цели и особенности своего предприятия.*

*Ключевые слова:* предприятие, потенциал, безопасность, экономическая безопасность, экономическая безопасность предприятия.

**Statement of the problem in general outlook and its connection with important scientific and practical tasks.** The globalization of the world economy, increased competition at all levels, the market rapidly changing business environment, constant changes in the Ukrainian market conditions, seasonal fluctuations in exchange rates, economic and political instability, confronts each company stringent requirements to enhance the level of their own economic security. The threat of reducing the economic security level of many enterprises is due to the inertia of their production structure, increased physical wear of equipment, technological backwardness. Therefore, in this context, the urgent need is to understand the effective mechanisms for improving the level of economic security in supporting the strategic development of enterprises in Ukraine.

**Analysis of latest research where the solution of the problem was initiated.** Research essence of the economic security concept showed that in economic theory and

practice, there is no single approach to its definition. Significant contributions to the study of this concept were made by well-known Ukrainian economists: G.Kozachenko and V.Ponomarev [10], I.Pletnikova [14], A.Kirienko [8], who developed many fundamental methodological approaches to assessing the level of economic security, but, unfortunately, not identified a clear gradation of such levels. So, for example, some scientists under the economic security understand the state of the economic system, which allows it to dynamically, effectively develop, while solving social problems. Another part of scientists such as S.Dovbnya and N.Hychova [5] are inclined to believe that this state of businesses protection from the negative impact of external and internal threats, as well as various destabilizing factors in which the company is able to reproduce or realizing their commercial interests.

**Aims of paper.** The main purpose of this paper is to synthesize the main theoretical and methodological researches of scientific works

of Ukrainian scientists in order to construct a theoretical basis for enterprise managers in support of the strategic development of any enterprise.

**Exposition of main material of research with complete substantiation of obtained scientific results.** The concept of the “enterprise economic security” is multifaceted and multifactorial. So, for example, G.Kozachenko and V.Ponamarov define the enterprise economic security as “... harmonizing in time and space the economic interests of the enterprise with the interests associated with it, external entities operating outside the enterprise” [10, c. 4].

T.Sokolenko considers enterprise economic security as a condition in which the strategic potential of the company is near the

limits of adaptability, and the threat of loss of economic security is growing even more so, the closer is the adaptability degree of the strategic potential to the marginal zone [16].

T.Vasiltsev suggests that the enterprise economic security is a state of operation, in which the enterprise and its products are competitive in the market, are simultaneously guaranteed: the most efficient use of resources, intellectual and personnel potential; stability of functioning and progressive development; the ability to withstand the negative influences of the external and internal environment of its functioning [2, c. 18].

The systematization and structuring of Ukrainian scientific definitions concerning the “enterprise economic safety” concept are shown in table 1.

**Table 1 – Definitions systematization of the “enterprise economic security” scientific concept**

Position number	Author	The scientific definition
1	Condition of resources effective use	
1.1	E. Oleynikov	the condition of the most effective use of corporate resources to overcome the threats and ensure the stable operation of the enterprise now and in the future
1.2	S. Ilyashenko, T. Kuzenko	the condition of effective use of its resources and existing market opportunities, which allows to prevent internal and external threats and to ensure its long-term survival and sustainable development in the market in accordance with the chosen mission
1.3	A. Kirienko	the condition of the optimal level for the enterprise to use its economic potential, in which current and / or possible losses are lower than the established limits of the enterprise
2	Condition of the production system	
2.1	V.Tambovtsev	the set of properties of the production subsystem condition of the economic system, which provides an opportunity to achieve the goals of the whole system
2.2	Y. Lysenko	the condition of the production-economic system, in which the mechanisms of preventing or reducing the degree of threats influence to the stability of the functioning and development of the enterprise
2.3	O. Sudakova, D. Grechko, A. Shkurupii	the condition of the economic system development, which ensures its effective functioning as a means of proper use of internal and external factors, as well as the ability to effectively counteract negative external influences
3	Availability of competitive advantages	
3.1	V. Belokurov	the presence of competitive advantages due to the correspondence of material, financial, personnel, technical and technological potential and organizational structure of the enterprise to its strategic goals and objectives
4	Condition of the economic development	
4.1	R. Datskiv	the condition of the economic development of economic entities (individuals, states, organizations), which provides harmonious development and effective use of chances and elimination of threats of the environment

5	Harmonization of economic interests	
5.1	G. Kozachenko, V. Ponomarev, O. Lyashenko	a measure of harmonization in time and space of economic interests of the enterprise with the interests of environmental entities associated with it, operating outside the enterprise
6	Condition of the enterprise security protection	
6.1	D. Kovalev	protection of the enterprise from the negative effects of the environment, as well as the ability to quickly eliminate various threats or adapt to existing conditions that do not adversely affect its activities
6.2	I. Plyetnykova	the protection condition of its activities from external and internal threats, as well as the ability to adapt to existing conditions that do not negatively affect its activities
6.3	Y. Krakos, N. Serik	the protection of the production and economic activity of the enterprise from undesirable changes in these areas both from external and internal factors
7	Condition of the interests protection	
7.1	V. Shlykov	the protection condition of the enterprise vital interests from real and potential sources of danger or economic threats

Source: formed by the author

Summarizing Table 1, it is possible to distinguish several scientific approaches to determining the enterprise economic security (EES):

1. As a protection against economic crimes. Very often the provision of the EES is reduced to confrontation, protection against various types of economic crimes (from theft, fraud, fraud, industrial espionage, etc.). Perform complex analysis of these threats is critical, but limit the notion of economic security threats only with different levels of detail impossible, especially given the fact that this concept is much broader and meaningful.

2. As a condition of protection against internal and external threats. Enterprise - is, first of all, the object of economic relations. The owner of an enterprise puts the result of the enterprise in achieving its goal, which, as a rule, is of an economic nature.

3. As a condition of resources or capacity efficient use. An approach that tries to avoid the use of the notion of threat in determining the EES, is based on the economic concepts of achieving the goal, the functioning of the enterprise, i.e., is a resource-functional approach. The enterprise economic security is the condition of the most effective use of corporate resources to prevent threats and to ensure the stable operation of the enterprise now and in the future.

4. As an availability of competitive advantage. An approach whose supporters

believe that the presence of competitive advantages due to the correspondence of the material, financial, personnel, technical and technological potential and organizational structure of the enterprise with its strategic goals and objectives will provide him with a certain level of economic security. But the mere existence of advantages and potential, without their use and implementation, does not guarantee the enterprise economic security.

5. As the implementation and protection of economic interests. A relatively new approach based on the realization and protection of the economic interests of an enterprise defines the EES as the protection of its vital interests from internal and external threats, that is, the protection of the enterprise, its personnel and intellectual potential, information, technologies, capital and profit, which is provided by a system of measures special legal, economic, organizational, informational, technical and social nature.

Consequently, the analysis of the “enterprise economic security” concept allows highlighting the significant points, such as:

- EES is understood as the condition of a potential victim, an object of danger;

- EES is the ability of an enterprise to effectively use resources and existing market opportunities in the context of purposeful destructive action from the outside or from the enterprise itself;

- EES is the concept of system, its property

of the enterprise, built on the principles of stability, self-regulation, integrity;

- EES is intended to protect each of these properties since the destructive effect on any of these properties will lead to the death of the enterprise as a whole;

- EES is considered as a decisive condition for the company's activities;

- EES is the absence of dangers and threats in its absolute expression.

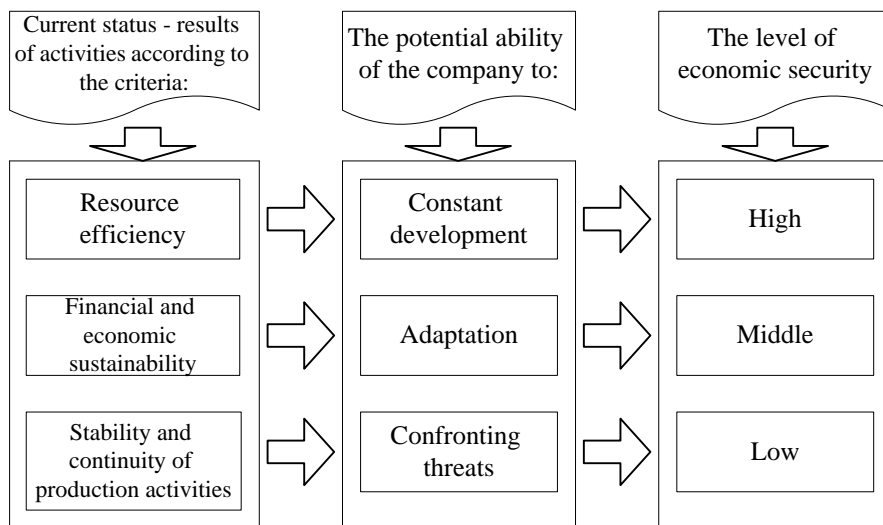
It is assumed that the effects of threats can be completely neutralized, but in most cases, this is only possible in part. The element of almost all concepts is the threat as a real sign of danger. Moreover, the threat in this context acquires the quality of the essential characteristics. Based on an analysis of all approaches and the disclosure of the content of the EES, it turns out that the threat and the fight against it are the essences of security.

The level of the EES cannot be estimated

by a certain static indicator since it contains at least three components: the existing level (in terms of resource provision of production and economic and financial activities); efficiency of functioning; the ability to further develop the enterprise [6, c.18-19].

From this point of view, the EES is a condition of its security, which is ensured by the organic symbiosis of achieving the results of the enterprise and building its abilities. Achievements of the activity results are proposed to be considered according to the criteria: stability and continuity of the enterprise's production activity; financial and economic stability of the enterprise; efficiency of using enterprise resources [7].

Scientists are offered a rising subsystem of the company's ability to withstand threats, adaptation and continued development (Figure 1).



Source: developed by the author on the basis of [6].

Figure 1. Levels gradation scheme of the enterprise economic security

With the efficient use of resources and the ability of the enterprise to continuously develop, it can be argued that achieving a high level of economic security. The average level of the EES is characterized by the achievement of financial and economic stability and the ability to adapt. When the stability and continuity of the production

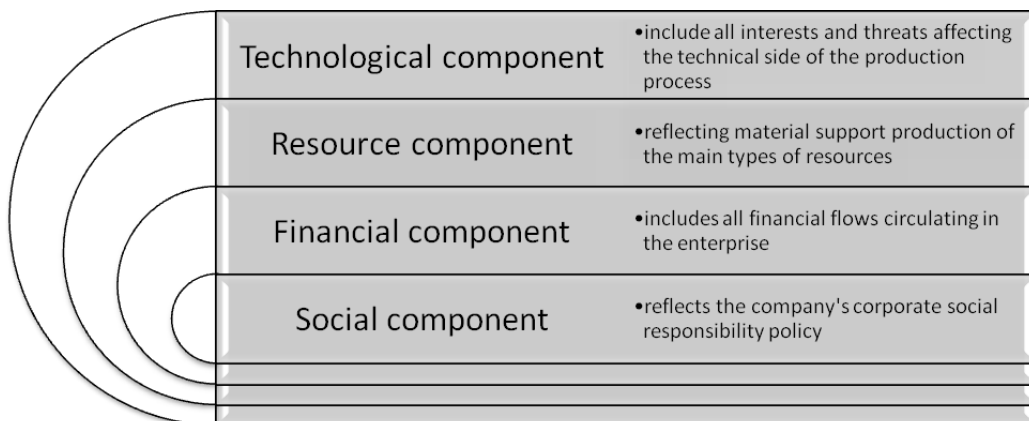
activity in the enterprise are detected and the ability to withstand the threats is only low, the level of the EES is low. Therefore, the specification of grading of levels of economic security will allow Ukrainian enterprises to objectively assess the situation and outline strategic directions of development.

Therefore, the main task of ensuring

implementation of EES should be directed to:

- achievement of the company's operation purpose;
- ensuring efficient use of resources;
- strengthening its financial stability and solvency;
- prevention of negative influence of the environment;
- protection of commercial secrets and information;
- achievement of the enterprise personnel safety, its property, and capital.

An important aspect of the EES management process is to determine its components followed by their thorough analysis and development of specific mechanisms strengthened. It should be noted that, along with the existence of different points of view on the essence of this concept, there is no consensus on the components of economic security. In general, there are three main approaches to their definition, namely a system, resource and functional (Figure 2).



Source: developed by the author

Figure 2. Components of the enterprise's economic security according to the system approach

Thus, proponents of a systematic approach considering the company as a set of interrelated subsystems, whereby a number of constituents and distinguish economic security. [4]

Unlike the systematic approach, resource supporters emphasize the fact that the company uses a certain set of corporate resources in its activities, and therefore, it is necessary to formulate economic security based on the possible threat to each of the types of corporate resources of the enterprise. With such an approach to the components of economic security, enterprises include [4]: capital security, personal safety, technology and information security, equipment, and equipment safety, security of rights, etc.

The functional approach is the most widespread and involves the separation of the components of economic safety, based on their functional orientation. Within this approach, the EES is formed from the following

components, such as [4]:

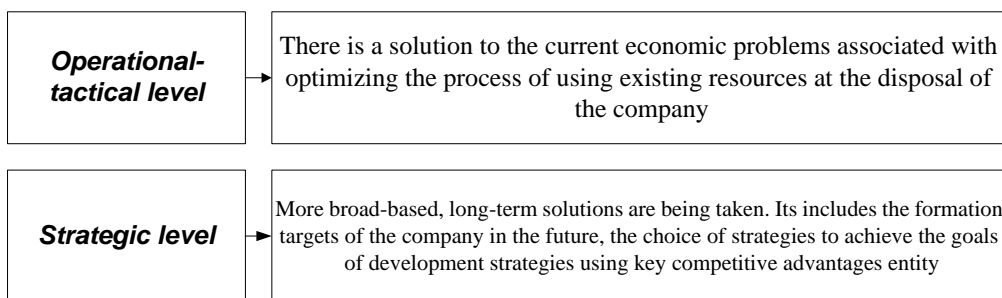
- techno-technological, which reflects the level of conformity of technology used in the enterprise, modern world analogs;
- financial, which is intended to ensure the achievement of the most effective use of corporate resources;
- intellectual and personnel, which is to preserve and develop the intellectual potential of the subject of management;
- informational, the main task of which is to provide effective information and analytical maintenance of economic activity;
- ecological, which should ensure compliance with established environmental norms and minimize losses from environmental pollution;
- legal, the main task of which is to provide comprehensive legal support to the activities of the enterprise, the implementation of the current legislation;
- power, which is aimed at providing

physical security to employees of the enterprise (first of all management), the preservation of their property, etc.

It should also be noted that the formation of the EES is influenced by a number of external factors, namely [4]: the territorial location of the enterprise; natural resources at his disposal; available industrial infrastructure;

changes in the market conditions caused by scientific and technological progress, state intervention by the influence of inflation, seasonality; reliability of suppliers of raw materials and materials.

Therefore the EES must be provided at the same time both the operational and strategic levels (Figure 3).



Source: developed by the author on the basis of [21]

Figure 3. The basic levels of the enterprise economic safety realization

In addition, it should be understood that a significant impact on the level of the EES can [4]:

- long-term contracts for the supply of raw materials and materials (with clearly specified delivery dates, qualitative characteristics of raw materials, issued by penal sanctions) are not properly executed;
- competence of the management of the company, determined by the degree of professionalism of top management in the adoption of certain management decisions;
- state regulation of the enterprise activity.

The importance of this factor is determined by the role of the state in creating the necessary conditions for the production promotion, protection of the rights of national commodity producers, development and implementation of sound fiscal measures, etc.; reliable protection of commercial secrets, determined by the state's ability to guarantee the secrecy of scientific and technological developments, support of intellectual property, etc.

The main tasks of the system of the EES are included [6, p.35-36]:

- collection of source information about the possibility of threats occurrence;
- assessment and analysis of the enterprise risks;

- forecasting the condition of the company's security in the avoidance of risks or in the recovery of their consequences;
- research of the interface element of the EES (safety justification of the partners choice, clients and employees);
- entry prevention into the enterprise of the structures of competitors economic intelligence, organized crime and individuals with unlawful intentions;
- counteract penetration into the virtual database of the enterprise for criminal purposes;
- protection of confidential information and commercial secrets;
- ensuring the safety of the enterprise material assets;
- multi-stage protection of the enterprise bank accounts;
- protection of the legitimate rights and interests of the enterprise and its employees;
- timely detection of potential criminal intentions against the company and its employees from sources of external security threats;
- detection, prevention, and termination of possible illegal and other negative activities of employees of the company, aimed at reducing its level of economic security;
- enterprise employees protection from

violent encroachments;

- formation of effective information and analytical support of the EES management system;

- formation and intensive use of innovative management of the EES management system;

- development and adoption of the most optimal managerial decisions regarding the strategy and tactics of EES securing;

- physical and technical protection of buildings, structures, territories, and vehicles;

- compensation for the material and moral damage caused as a result of unlawful actions of the enterprise and individual employees;

- constant control over the efficiency of the economic security system functioning, improvement of its elements.

**Conclusions.** Taking into account the listed tasks, the conditions of competition, the specifics of business, technological features, competitive strategy, the stage of the company's lifecycle, its system of economic security is being built. One can conclude that the system of economic security of each enterprise is completely individual. Its completeness and effectiveness largely depend on the existing legislative framework in the state, material and technical and financial resources, which distinguishes the head of the enterprise, understanding each employee of the importance of ensuring business security.

Any damage sooner or later gets an estimate in monetary terms, that is, a purely economic component of the loss may be allocated.

But it should be noted that understanding the loss or profit as a financial category does not reflect the real state of economic security of the enterprise because it characterizes only the current state of financial activity of the enterprise. Thus, underdevelopment of the organization of the economic security system at enterprises can be caused, first of all, by the lack of financial resources for its provision and short-sightedness of managers. In the absence of such a system and the services of economic security at enterprises, there is a risk of their raider captures or takeovers.

Therefore, in order to ensure efficiency, it is precisely management of the enterprise economic safety needs to solve a certain set of tasks of methodological, organizational, technical, ecological, economic, technological, legal and social purposes. These tasks should be systemic and require the development of appropriate actions in the enterprise. Thus, the economic security of each individual enterprise must be formed on its own, only by an individual, coherent, systemic and structural program, taking into account the specific goals and peculiarities of its enterprise.

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