

UDC 658:338.246

DOI: 10.31617/1.2022(141)06

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ECONOMIC SECURITY OF THE PRODUCTION AND TRADE ENTERPRISE

ЕКОНОМІЧНА БЕЗПЕКА ВИРОБНИЧО-ТОРГОВЕЛЬНОГО ПІДПРИЄМСТВА

Introduction. Activities in modern conditions of increasing market intensity, increased competition, the emergence of new threats (natural disasters, pandemics, conflicts) require protection of Ukrainian trade enterprises. This indicates the growing importance of maintaining the economic security of the enterprise (ESE) among other factors of management, as well as forecasting its future development, the application of innovation in the enterprise and improving organizational measures.

Problem. The economic security system (ESS) of the enterprise is created by the managerial staff and provides them with relevant analytical information, which allows taking necessary measures to reduce threats and promote sustainable development of the enterprise. This process is complicated by the lack of a single definition of the concept of "economic security of the enterprise", as well as the actual and categorical definition of the concept of "economic security of the enterprise". Maintaining an appropriate level of ESE should not be seen as a separate issue, but as part of the overall system of enterprise management.

The aim of the article is to study development of the concept of "economic security system of the enterprise", its essence and components.

Methods. Methods of theoretical generalization, analysis and synthesis were applied in this paper. The works of domestic and foreign scientists were used in the preparation of the article.

Results. The views of experts on the essence of the concept of ESS are analyzed. Approaches to the definition of the ESE system and its constituent structures are considered. The types of uncer-

Вступ. Діяльність у сучасних умовах зростання інтенсивності ринку, посилення конкуренції, виникнення нових загроз (стихійні лиха, пандемії, конфлікти) потребують захисту українських торговельних підприємств. Це свідчить про зростання важливості підтримки економічної безпеки підприємства (ЕБП) серед інших чинників управління, а також прогнозування її розвитку на майбутнє, застосування її розвитку на майбутнє, застосування інновацій на підприємстві та покращання організаційних заходів.

Проблема. Система економічної безпеки (СЕБ) підприємства створюється управлінським персоналом і забезпечує його відповідною аналітичною інформацією, що дає змогу своєчасно вжити необхідних заходів щодо зменшення загроз і стимулювання сталого розвитку підприємства. Цей процес ускладнюється відсутністю єдиного визначення поняття "система економічної безпеки підприємства", як власне і категоріального визначення поняття "економічна безпека підприємства". Крім того, слід мати на увазі, що підтримка належного рівня ЕБП має розглядатися не як окрема проблема, а як частина загальної системи управління підприємством.

Метою роботи є дослідження розвитку поняття "система економічної безпеки підприємства", її сутності та складових.

Методи. З використанням інформаційної бази досліджень вітчизняних та зарубіжних науковців застосовано методи теоретичного узагальнення, аналізу і синтезу.

Результати дослідження. Проаналізовано погляди фахівців на сутність поняття СЕБ. Розглянуто підходи до визначення сис-

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The authors of the manuscript did not receive direct funding in the preparation of the manuscript.

Zubko T. Implementacija systemy ekonomichnoi' bezpeky vyrobnycho-torgovelnogo pidpryjemstva. *Visnyk Kyi'vs'kogo nacional'nogo torgoveln'o-ekonomichnogo universytetu*. 2022. № 1. S. 79-91. [http://doi.org/10.31617/1.2022\(141\)06](http://doi.org/10.31617/1.2022(141)06)

ISSN 1727-9313. ВІСНИК КНТЕУ. 2022. № 1 79

tainty influencing the ESE are established; the structural scheme of uncertainty in the process of activity of the production and trade enterprise is formed. The structural scheme of the process of maintaining a stable level of economic security (ES) of a production and trade enterprise has been improved. The functions and main tasks of ESS of the enterprise, as well as the scheme of its formation for trade are considered.

Conclusions. Structural schemes of uncertainty in the process of business activity and the process of maintaining a stable level of ESE have been developed. The author takes into account the resource and functional composition of the enterprises and offers the concept of formation and management of ESS of production and trade enterprises, which corresponds to the basic provisions of process and situational management. The functional components of ES are determined.

Keywords: security, economic security, system, uncertainty, enterprise.

JEL Classification: F15, F19, M21, D80

теми ЕБП та структур, що її складають. Встановлено види невизначеності, що впливають на ЕБП, сформовано структурну схему невизначеності у процесі діяльності виробничо-торговельного підприємства. Вдосконалено структурну схему процесу підтримки стабільного рівня економічної безпеки (ЕБ) виробничо-торговельного підприємства. Розглянуто функції та головні завдання СЕБ підприємства, а також схему формування її для торгівлі.

Висновки. Розроблено структурні схеми невизначеності у процесі діяльності підприємства та процесу підтримки стабільного рівня ЕБП. Запропоновано концепцію формування її управління СЕБ підприємств виробничо-торговельної сфери, що відповідає базовим положенням процесно-ситуаційного управління та враховує ресурсно-функціональний склад самих підприємств. Визначено функціональні складові ЕБ.

Ключові слова: безпека, економічна безпека, система, невизначеність, підприємство.

Introduction. Activities in modern conditions of increasing market intensity, increased competition, the emergence of new threats (natural disasters, pandemics, conflicts) require protection of Ukrainian trade enterprises. This indicates the growing importance of maintaining the economic security of the enterprise (ESE) among other factors of management, as well as forecasting its future development, the application of innovation in the enterprise and improving organizational measures.

Problem. The ESS (economic security system) of the enterprise is established due to the activities of management staff. Such a system ensures availability of analytical information, identification and classification of threats to the enterprise activities, development of appropriate solutions, and allows to take measures to reduce threats and promote sustainable development. The process is complicated by the lack of a single definition of the concept of enterprise economic security (EES) system, as well as of a categorical definition of the EES concept.

Maintaining an appropriate EES level should be considered not as a separate problem that requires solution, but as a component of the overall enterprise management system. Enterprise management requires development and implementation of a unified EES support system. Therefore, the task of describing the EES management system and defining the scheme of the process of maintaining its stable level is relevant.

The analysis of recent research and publications. National and foreign economists have paid attention to the problems of theory, methodology and practical issues of EES diagnostics. The research of scientists from Krok Institute V. Alkema, O. Kurychenko, S. Laptiev, V. Sidak, M. Kopytko (2017) on the definition of ESS components is thorough, but

it concerns industrial enterprises [1; 2]. Researchers have outlined a range of issues regarding the mechanism for ensuring the economic security of industrial enterprises. The group of scientists headed by Professor V. Nyzhnyk (2018) [3] examined the features of assessing the innovative potential of an enterprise in the ESS of industrial enterprises. The authors have established that the economic security of an enterprise is a state of protection of all types of enterprise resources (financial, tangible and intangible, human) against economic dangers and threats and elimination of their negative consequences.

Enterprise protection against threats and risks is the subject of scientific studies in many countries. Of interest are the works of A. Yanihlo and T. Polaieva (2017) on building an enterprise ESS that would ensure its sustainable development [4], as well as those by Kazakh researchers A. Kaiyrbaieva and A. Tursynbaiev (2018) on identifying sources of threats to the enterprise activities and building its ESS [5]. The conclusions of D. Shvaiba (2018) and Kh. Uktamov (2020) regarding the hierarchical development of ESS of any level [6; 7] deserve attention.

However, it seems that issues related to generally accepted approach to the ESS development, in particular for industrial and trade enterprises are still unresolved.

The purposes of this paper are (a) to study the development of the concept "economic security system of the enterprise", its essence and components; (b) to analyze modern definitions of the concept of economic activities of the enterprise; (c) to separate the structural scheme of uncertainty in the course of enterprise activities; (d) to develop ESS of a production and trading enterprise.

Methods. Methods of theoretical generalization, analysis and synthesis were applied in this paper to determine the category "economic security system of the enterprise". All relevant works of domestic and foreign scientists, the current regulations of Ukraine, and Internet sources are the informational background of the research.

The research findings. The ESS of the enterprise should be considered as a set of interconnected elements specific to any business entity. They have a certain structure, integrity and form certain relationships. The measures to achieve economic security are implemented comprehensively, with a single goal orientation [8-13].

To create an effective ESS, goal orientation is important as a regulatory factor of the activities that determines the direction of their action. In so doing, complete enterprise security systems are formed, it is determined what should be implemented, what tasks should be performed to achieve the set goals, which are the main functions of the enterprise security system, i.e. the activity scope of this system is defined [10; 14-16].

The purpose of the ESS is timely detection and prevention of external and internal risks and threats, protection of the enterprise functioning, achievement of its business goals [17, p. 47] and sustainable and effective deve-

lopment in the future [18, p. 229]. The main goals of economic security are also ensuring the independence of the enterprise and its financial stability.

According to V. Alkema, the economic security system is a set of certain indicators: the concept of economic security, threats to the economic system, the maximum values of security indicators, interests in the field of economic activities, a set of economic security (ES) indicators, the organization of ES and its legal support [18, p. 39]. There are different interpretations of the definition of "economic security system of the enterprise" (ESSE), which indicates the diversity of views of modern experts on the essence of this concept (*Table*).

Table

Genesis of the concept of "economic security system of the enterprise"

Year	Definition	Author
2005	This is a complex concept that includes not only the various components, but also ensuring the safe operation of the enterprise	M. Kamlyk
2008	A set of various functional measures intended to form protection of the enterprise interests against various threats	Resolution of the Council of the Central Union of Consumer Societies of Ukraine
2008	A great number of interconnected components that helps in conducting business	L. Donets, N. Vashchenko
2008	A set of measures designed based on their origin and the relationship between them	M. Tumar
2009	Emphasis on the complexity and isolation of the following components: subjects, objects, mechanisms of implementation at the enterprise	V. Ortynskyi et al.
2010	The set of security subjects and objects and the mechanism to ensure economic security	V. Prokhorova
2010	A combination of economic relations on which the management of the enterprise activities and mitigation of the impact of various dangers on it depend	I. Shulha
2011	Resource approach to the definition of ESSE, ESSE represents resources of protection (own, public and social), means and objects of protection	O. Lokotetska
2012	A set of enterprise management elements to achieve goals and mitigate the impact of threats	I. Mihus
2013	Both a method and a form of security ensuring activity	T. Adamenko
2014	A hierarchical set of measures intended to protect the enterprise from various threats and form a system of addressing threats in the future	V. Vovk
2015	A set of interdependent elements	V. Tyshchenko
2016; 2019	A category that represents a "generalized" concept: the boundaries and methods of management, and sets of objects and subjects that ensure the security of the organization	B. Dub; V. Dmytrenko
2019	An ordered set of interconnected components (organizational, economic, production, etc.)	L. Zhukova, V. Platonov

Source: compiled by the author based on [12; 15; 19; 20–31].

The results of research of concepts, principles, approaches to the creation and optimal organization of EES management systems have been published in the papers of many national and foreign researchers, in particular [8; 9; 11; 32-36]. According to the interpretation of the category "system", we distinguish two main approaches to formulating the content of the concept of "enterprise economic security". Proponents of the first approach [11; 18] define it as a certain management subsystem that can influence other functional subsystems and ensure effective functioning of the enterprise as a system under any conditions. According to another app-

roach [31; 37], researchers characterize ESSE as an organizational and economic connection of structural units of the general management system, which involves integrity, achievement of strategic goals and ability to develop.

The *system* of economic security of the industrial and trade enterprise is a structured set of tactical, strategic and operational measures aimed at protecting the enterprise against external and internal threats, as well as at formation of the ability to resist them in the future [38].

Modern researchers interpret ESSE in a narrow and broad sense [8-10; 14; 19; 21; 22; 32; 37-43]. In the *narrow sense*, ESSE consists of management bodies, departments and executors who perform the tasks assigned to them (subjects of management), and a set of methods by which the managerial influence is exercised. This is usually the EES service (or department). However, this unit cannot cover all areas of activities, accordingly the so-called broad approach should be used. *In a broad interpretation*, ESSE is formed from the following components:

organizational structure that reflects the composition and hierarchy of management of the financial and economic security;

management staff (management subjects) – the employees who perform management functions, participate in management and belong to the management structure;

management mechanism – a set of the main elements of influence on the development and implementation of managerial decisions to protect the financial and economic interests of the enterprise;

management object – the activities of a dedicated group of people united by joint work that requires a special management mechanism (such as financial, sales, personnel management);

management process the influence of management subjects on the management object during the application of selected methods to achieve goals [2].

It appears most expedient to consider ESS as a *component of the management system* of an industrial and trade enterprise.

The functioning of modern enterprises takes place under conditions of uncertainty of varying degrees, due to the activities of people, the way of perception, methods of transmission and use of information. Considering this, *uncertainty* is systematized as follows [1; 18; 33; 38; 42]:

- *uncertainty of perception*, the precondition of which is an intentional or unintentional misinterpretation of information by an individual (employee);
- *institutional* uncertainty that is caused by stereotypical perception of information, is supported by the activities of social institutions and can significantly affect the performance of the enterprise;
- *technological and organizational* uncertainty is formed on the basis of physical inability to obtain, analyze and fully utilize the information existing in the appropriate environment in order to make managerial decisions.

In the course of their activities, industrial and trade enterprises fall under all kinds of uncertainty of their environment, which complicates their identification and addressing. However, despite the negative impact of uncertainty, it stimulates enterprises to develop, creating opportunities for this (*Figure 1*).

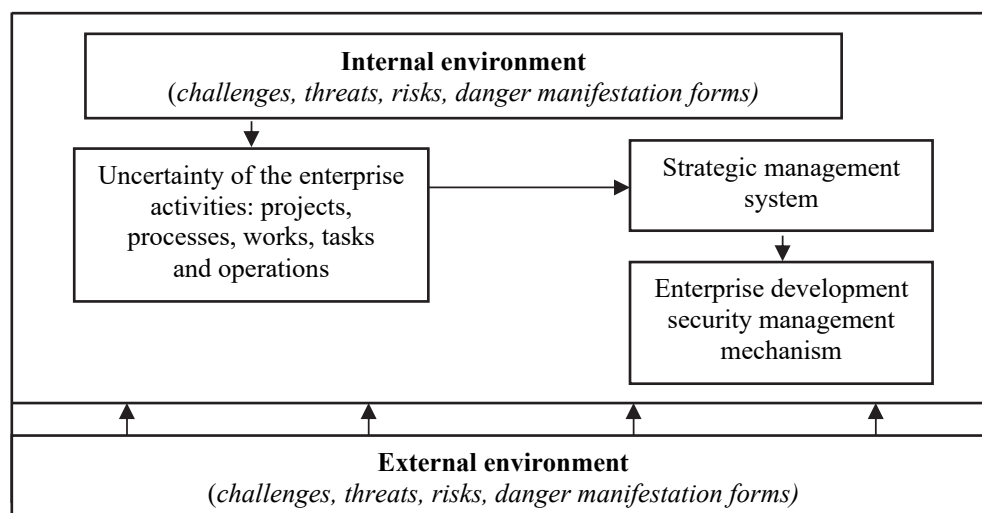


Figure 1. Scheme of uncertainty in the process of activities of an industrial and trade enterprise

Source: compiled by the author based on [2; 12; 15; 20; 38].

The results of scientific research explaining interdependence and interconditionality of the enterprise and its economic security, are published in [5-7; 14; 26; 37; 38; 44]. The analysis results show that enterprise development is also possible as a result of crisis, threat, danger. Enterprise activities, the level of its economic security and competitiveness are its most important characteristics as a single system, and they should not be considered as antagonistic categories. Such a statement is relevant because an industrial and trade enterprise is an open system that operates in a rapidly changing external environment.

In the field of EES management, certain system-forming aspects should be distinguished: interests of the enterprise + threats to interests + measures to minimize (or eliminate) threats. Given the openness of the enterprise system, it is proposed to single out the following: coordination of stakeholder interests; countering threats; resource provision; enterprise development stimulation (*author*) [26, p. 327].

The concept of EES is closely related to the notions of "threat", "danger", "crisis", "risk", "enterprise interests". Examining the results of researchers [2; 6; 26], we conclude that most of them (in particular [26]) associate EES with the impact of risks or with crisis condition.

The concept of formation and management of the economic security system of industrial and trade enterprises is based on a combination of several approaches (resource and functional, process and situational, systemic), which corresponds to the basic provisions of process and situational management and takes into account the resource and functional composition of the enterprises themselves.

The ESS of an industrial and trade enterprise should be "embedded" in the system of its strategic management (*Figure 2*).

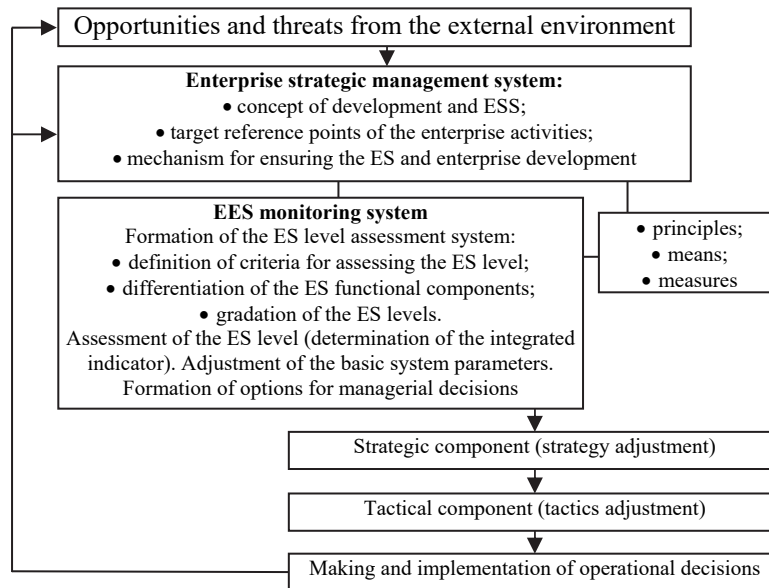


Figure 2. Economic security system of an industrial and trade enterprise

Source: developed and improved by the author [38].

Taking into account the features of an industrial and trade enterprise, its ES contains such functional components as *security of*:

- operational activities (market and technical and technological);
- financial activities;
- investment activities;
- innovation activities;
- intellectual and personnel security.

When assessing the security levels of the functional components, the security of the logistics operations that accompany each component should be taken into account. The concept of the ESS provision system is an integral part of the overall concept of the enterprise activities. The activities of industrial and trade enterprises in modern conditions show that the most important task is to analyze and predict the bankruptcy of enterprises exactly from the ES position.

Moreover, the concept of economic security of an industrial and trade enterprise shall:

- meet the economic goals of the enterprise development;
- establish centers of occurrence of risks, threats and dangers;
- determine the composition of the main economic security objects;
- have clearly defined management system principles to achieve the set goals, prevent or overcome possible dangers, threats and risks;
- determine the place of each management function in the system of ensuring the economic security;
- implement the system for monitoring the ES parameters and assess the monitoring results etc. [9; 21; 32; 36; 38].

Figure 3 shows the structural scheme of the process of maintaining a stable level of ES of the industrial and trade company.

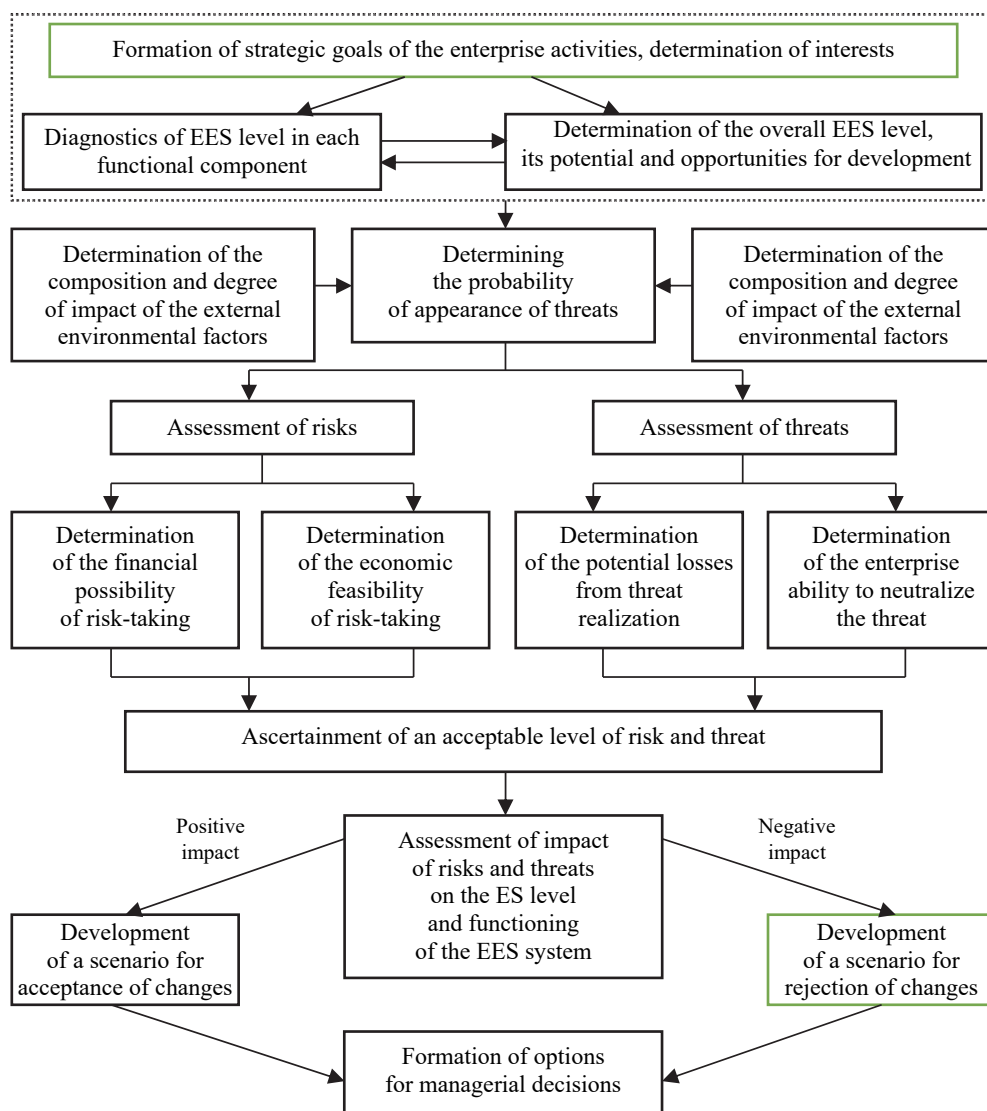


Figure 3. Block diagram of the process of maintaining a stable level of economic security of an industrial and trade enterprise

Source: improved by the author based on [2].

The development of scenarios for accepting or rejecting changes allows to determine the possible path of development of an industrial and trade enterprise in the future against the background of the impact of risks and threats, as well as to find a set of managerial decisions that will stabilize the situation.

The ESS functions are the following:

monitoring (state of the external and internal environment, threats, dangers, challenges, opportunities of the enterprise);

preparatory (information preparation for analysis and forecasting);
analytical (analysis of the obtained information, determination and identification of challenges, threats and risks, identification of development trends, etc.);

elaboration of *preventive measures*;

development of a *program for active management of the EES*;

competitive intelligence;

*counteraction to raiding*¹.

The main tasks of an integrated EES system are²:

- timely detection of dangers, threats and risks to the enterprise, the organization of competitive intelligence;
- creation of mechanisms and effective technology to counteract dangers, threats and risks;
- formation of trade secrets protection;
- arrangement of the system of interaction with public authorities, the Ministry of Internal Affairs, the Security Service of Ukraine in conducting joint activities to ensure the EES;
- implementation of measures to ensure information security of the enterprise;
- protection of the territory and property of the enterprise;
- organization of access mode, etc.

Thus, the integrated security system is based on own resources of the industrial and trade enterprise and the resources of external entities of the ES provision, which interact on the basis of mutual interests and legal protection.

Conclusions. According to the results of systematization of scientific approaches to defining the concept of "economic security system of the enterprise", it has been established that currently researchers have different interpretations of this concept as a management subsystem and as a link between units of the general management system. It has been proposed to understand the *economic security system of the enterprise* as a *set* of the following: management methods, appropriate behavior of employees, the ability of the management to anticipate and respond to dangers in a timely manner, to make sound long- and short-term plans of the enterprise.

The *structural schemes of uncertainty* in the activities of the enterprise and maintaining a stable level of EES, which are integral elements of the economic security system of the industrial and trade enterprise. Accordingly, the concept of formation and management of the ESS of industrial and trade enterprises was proposed based on a combination of several approaches (resource and functional, process and situational, systemic), which corresponds to the basic provisions of process and situational management and takes into account the resource and functional composition of the enterprises themselves.

¹ The last two functions arise when necessary.

² Compiled by the author based on [16; 18; 19; 21; 42].

Taking into account the features of an industrial and trade enterprise, the following *functional components of economic security* have been determined: operational (market and technical and technological), financial, investment, innovation, intellectual and personnel.

The specified *integrated model of the enterprise economic security* makes it possible to create an effective internal protection system that is able to counteract contemporary dangers and threats to the environment.

The prospect of further research is the approbation of the proposed comprehensive model of economic security in industrial and trade enterprises.

Conflict of interest. The author certifies that he has no financial or non-financial interest in the subject matter or materials discussed in this manuscript; the author has no association with state bodies, any organizations or commercial entities having a financial interest in or financial conflict with the subject matter or research presented in the manuscript. The author is working for the institution that publishes this journal, which may cause potential conflict or suspicion of bias and therefore the final decision to publish this article (including the reviewers and editors) is made by the members of the Editorial Board who are not the employees of this institution.

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The article has been received by the editors on 22 November 2021.

The article has accepted for publication on 13 January 2022.

Online publication on 24 February 2022.