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## **METHODOLOGICAL ASPECTS OF ECONOMIC SECURITY MANAGEMENT OF THE ENTERPRISE**

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The current stage of socio-economic, innovation and investment development requires a new approach to enterprise management, the development of a flexible strategy for its development, the implementation of which may provide long-term competitive advantages and the obtaining the effects of economic activity. A particular importance has the maintaining of stability and efficiency of the enterprise in the current dynamic economic conditions, that can be showed by the high level of economic security, based on taking into account all its components, principles, factors and threats. Ensuring the economic security of an enterprise is a priority task for any entity of economic activity, regardless of its organizational and legal form, because timely response to threats, their prevention and liquidation, ensuring the stable and most effective development of the enterprise, these tasks are in the area of enterprise economic security, that's why the studied category is becoming increasingly relevant both among foreign and domestic scientists.

The research of the importance, strengthening, assurance and management of economic security is devoted to the numerous works of such scientists: G. Androschuk, A. Arkhypov, O. Baranovsky, Blank I., Vyshnevskaya O., Heyets V., Glaziev S., Grandry E., Gottelmann E. Zhyvko Z., Darnopych G., Zakharov O., Kamlyk M., Kyzym M., Omelyanovych L., Singachov V. and others.

The problem of economic security research and ensuring arose in the 30's of the twentieth century. in the United States, which was associated with the global financial and economic crisis and the need to develop a rapid response measures to the threats

that arose within the national economy. Beginning from the 70's of the twentieth century the term economic security was understood as the basic components of national security and only in the early 90's of the last century, scientists focus on the study of other aspects of ensuring economic security, in particular, environmental, the determination of direct and indirect consequences of emergencies of natural and man-made origin, the growth of organized crimes, the loss of scientific and technical potential, etc.

In national scientific literature, it is accepted to select five stages of the formation of the enterprise economic security:

- Stage 1 (1991-1997) - threats to the economic security of the company arose from the side of the staff as a result of disclosure of commercial secrets.

- Stage 2 (1998-1999) - the investigation of the possible negative impact of the external environment on economic security.

- Stage 3 (1999-2002) - the study of the certain aspects of the business entities, the allocation of functional components of the economic security of the enterprise, the distribution of threats to internal and external.

- Stage 4 (2002-2005) - identification of the economic security of an enterprise with its effective functioning in risky situations.

- Stage 5 began in 2005 and continues to date - the study of the economic security of the enterprise, depending on its branch affiliation, external and internal threats of its functioning environment.

Having considered the main stages of development, we propose to focus on the study of the definition of «economic security of the enterprise», and developed approaches to managing the economic security of enterprises. We suggest to explore the most used (Table 1).

On the basis of the generalization and analysis of the study of the concept of «economic security of the enterprise», it can be concluded that scientific literature does not have a commonly accepted interpretation of the researched economic category; at the same time, there are various scientific approaches to its definition.

Thus, scientists point out protective, financial, resource and functional, systemic, strategic, informational, subjective and objective, economic and legal approaches to the definition of «economic security of the enterprise».

Taking into account the above-mentioned study on the etymology of the investigated category, and also based on its key characteristics, we propose the proper definition of the economic security of the enterprise, under which it is necessary to understand the ability of the subject of economic activity to operate stably, efficiently and rationally, on the basis of implementation of measures to prevent, overcome and eliminate internal and external threats or to ensure a reduction of their influence on economic activity and results of the enterprise to a minimum.

Table 1

**Definition of the concept «economic security of the enterprise»**

Author	Definition
Grunin O., Grunin S. [1]	Economic security of the enterprise is the protection of the activity from the negative impact of the external environment, as well as different variants of threats or adaptation to the existence of conditions that do not affect the activities
Dubetskaya S. [2]	Economic security of an enterprise is the state of an object in the system of its connections in terms of its stability and development in conditions of internal and external threats, unpredictable actions and difficult predicted factors
Zabrodsky V. [3]	Economic security of the enterprise is a quantitative and qualitative characteristic of the of the enterprise to reflect the ability of «self-sustaining» and development in terms of identifying external and internal threats.
Zhyvko Z. [4]	Economic security of an enterprise is a mode of ensuring the best economic effect from the operation of an entity in the form of profit or achievement of a social purpose.
Ilyashenko S. [5]	The economic security of an enterprise is the state 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
Kozachenko G., Ponomareva V., Lyashenko O. [6]	Economic security of the enterprise is 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
Kovalev T. and Sukhorukov T. [7]	Economic security of an enterprise is a state of protection of the enterprise activity from the negative impact of the external environment, as well as the ability to timely eliminate various threats or adapt to existing conditions that do not negatively affect its activities.
Shavaev A. [8]	Economic security of an enterprise is the most effective use of resources to prevent threats and ensure a stable operation of the enterprise today and in the future.
Fomina M. [9]	Economic security of an enterprise is a state of the most effective use of resources for the purpose of elimination of threats and ensuring the effective and stable functioning of the enterprise in the current and prospective periods.

In addition to the concept of «economic security of an enterprise», in our opinion, the concept of «enterprise economic security management» also needs to be studied, because the mentioned term is an instrument for ensuring the achievement

of high economic results of economic activity in the case of the implementation of a consistent, logical, timely, professional management that ensures implementation of the enterprise's chosen strategy and timely response to changes in the internal or external environment.

At this stage, it is necessary to pay attention to the study of the main components of the economic security of the enterprise, under which it is understood to mean a set of basic directions of its economic security, which differ significantly from each other in its content. The analysis of professional scientific literature makes it possible to conclude that the list of components varies both in quantitative and qualitative terms.

So, for example, T. Pocropyvny, offers seven functional components of the economic security of the enterprise [10, P. 468]:

- financial, which includes solvency, structure and use of capital and profit, effective use of corporate resources;
- intellectual and personnel, provide for the preservation and development of intellectual potential of the enterprise, effective management of personnel;
- political and legal, which includes the presence of a legal service at the enterprise, the protection of the rights and interests of the enterprise in conflict situations, on the basis of compliance with the current legislation and legal and regulatory framework;
- technical and technological, which assumes conformity of applied technologies in the enterprise with the modern world analogues in order to optimize the expenses of resources;
- ecological, which ensures observance of the current ecological standards, minimization of losses from pollution of the environment) [12];
- the force, which includes the presence of appropriate services to protect commercial secrets, personal protection of employees of the enterprise, protection of property of the enterprise and the cost of these measures [11];
- information, which provides collection of all types of information about the enterprise, its analysis, processing, systematization, use, protection, etc.

According to Ilyashenko S.N., the existing components of the economic security of the company should be added market and interface components [5, P. 17-18]. Market component characterizes the market share occupied by the company, involves determining the level of competitiveness of products and enterprises, determining the intensity of the impact of the environment on the enterprise. As for the interface component, it involves the study of potential changes that arise in the relationship with suppliers, intermediaries, consumers, analysis of contract terms, identification of development trends and economic potential of the enterprise.

Matceh D.S. proposes to include to the components of the the economic security of the company anti-crisis component, which should include the development of anti-crisis measures, the availability of skills and qualifications of managers in the management decisions taken under the crisis, the cost of training, retraining or staff

training in a crisis [13, P. 177]. However, the feasibility of including this component to the economic security of the company is questionable, because in the situation of stability of the conditions of enterprise operation and the receipt of profits, in such a situation there is no need to spend money on «personnel training in a crisis», but it is better to use them to prevent and minimize risks for prevention of crisis phenomena.

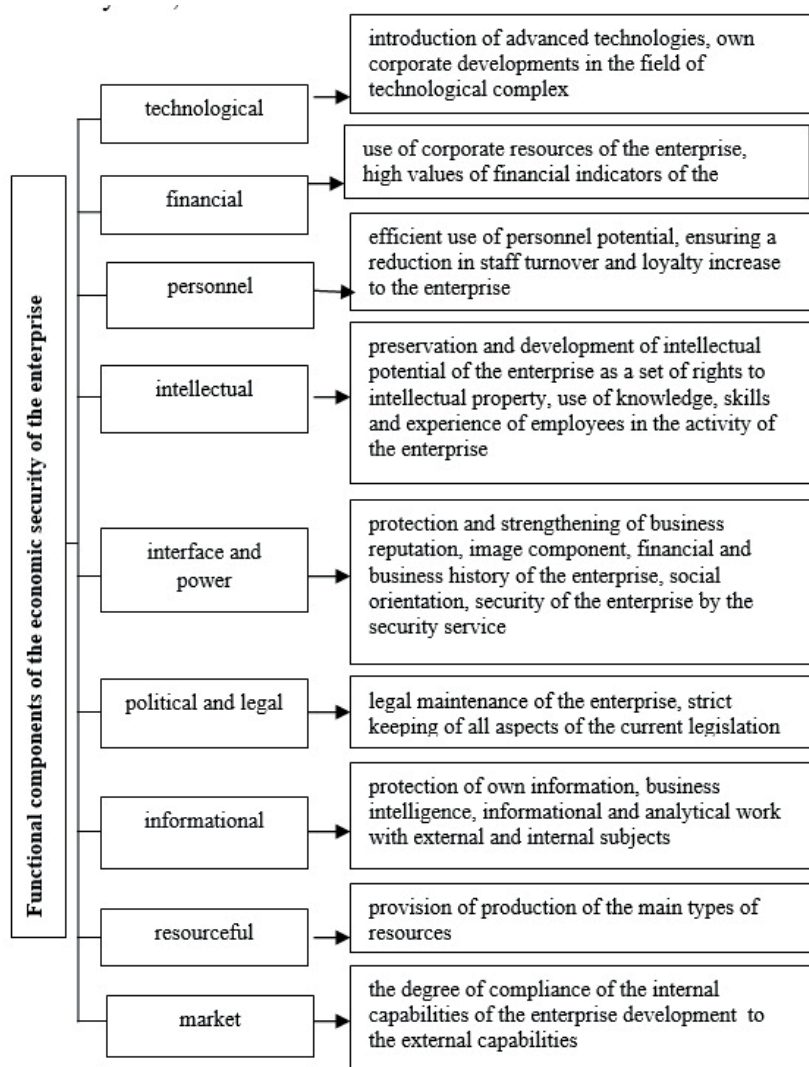


Fig. 1. Functional components of the economic security of the enterprise

Taking into account the results of the study of the components of economic security, we propose to summarize them according to the essential characteristics, which will make it possible to exclude duplication of concepts through their names (Fig. 1).

Therefore, in our opinion, the following components should be included in the components of the company's economic security [14,15]:

1) the technological component involves researching the technology market for the production of similar products, and is characterized by the level of implementation of advanced technologies, own corporate developments in the technological complex of the enterprise;

2) financial component, one of the most important and most decisive in the activity of the enterprise, can be defined as the state of the most effective use of corporate resources of the enterprise, expressed in the best values of financial indicators of the enterprise;

3) the personnel component involves the effective use of human potential or specific human capital, ensuring its development, reproduction, use in labor activities, ability to withstand internal and external influences and threats;

4) the intellectual component of the system of economic security of the enterprise involves ensuring the preservation and development of the intellectual potential of the enterprise, which in this case means the totality of intellectual property rights or its use, as well as the use and realization of knowledge and professional experience of specific human capital;

5) interface and power component. The interface component is related to the goodwill of the enterprise, its definition of its position in the external environment, presupposes the protection of business reputation, the image of the enterprise, its business history and financial stability, social responsibility. The power component of the economic security of the enterprise reflects the security of the enterprise on the security side;

6) the environmental component of the company's economic security must guarantee the safety of society, based on observance of environmental norms, modern technologies for production release, reduction of expenses related to environmental pollution to a minimum;

7) political and legal component provides for compliance with regulatory and legal regulation and all aspects of the current legislation in the business activities of all its participants;

8) the information component of the economic security of the enterprise provides for the comprehensive collection, analysis, processing of important information and its use in economic activities, as well as the protection of its own information, primarily confidential, business intelligence, information and analytical work with external and internal actors, etc.;

9) resource component provides production of the main types of resources, their required level of quality, the provision of stocks with their own working capital [14];

10) market component of the economic security of the enterprise reflects the relationship between the internal capabilities of the enterprise and external requirements of the market environment [15].

As a result of the study of the essence of economic security, its management, and main functional elements, there is a need to determine the basic principles under which the formation of economic security of the enterprise takes place. The analysis of scientific literature on this topic gives an opportunity to conclude that all the principles of economic security of an enterprise are appropriately divided into three main groups:

1. Internal principles, the observance of which ensures the economic security of the enterprise.

2. External principles of achievement of the economic security of the enterprise.

3. Principles ensuring the achievement of economic stability of the enterprise [11].

In our opinion, to the internal principles it is necessary to include the following ones: the principle of rational cost management, the principle of profitability, the principle of financial sustainability of the enterprise, the principle of balanced financing, the principle of optimizing the production structure of the enterprise, the principle of commodity policy, principle of rational inventory management, the principle of effective financial planning.

To external principles of economic security of an enterprise, in our opinion, it is necessary to include indicators influencing and checking the negative or positive influence of the state. Among the principles of the positive influence of the state on the economic security of the enterprise, we can include the following: the principle of timely detection or prevention of economic crimes, for example, decriminalizing the taxation system and overcoming the large-scale outflow of capital abroad; the principle of inhibiting sharp exchange rate changes and price levels; the principle of raising the level of capitalization of the banking system for possible long-term lending to enterprises with a reduction in interest rates on loans; the principle of minimizing public debt.

Among the principles that have a negative impact on the level of the economic security of the enterprise, the following can be attributed to the government: the state budget deficit, large external public debt, balance of payments deficit, high inflation, low domestic currency rates, low level of international reserves of the NBU, etc.

Thus, the conducted research made it possible to study the evolution of economic security as a scientific concept, to analyze existing approaches to the treatment of economic security management, to identify the main functional components and principles of the economic security of an enterprise.

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