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ACCOUNTING, FINANCIAL, AND ECONOMIC
SUPPORT FOR SUSTAINABLE DEVELOPMENT
OF THE AGRICULTURAL SECTOR:
THEORETICAL FOUNDATIONS
AND PRACTICAL RECOMMENDATIONS

Collective Monograph

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The monograph is focused on scientific, methodical and practical aspects of accounting, financial, and economic support for the sustainable development of the agricultural sector in Ukraine. The collective monograph was published within the framework of the state budget research topics “Innovative development of accounting, taxation and control in the system of ensuring the economic stability of enterprises” (state registration number 0121U109731), “Financial support for structural modernization and innovative development of agroindustrial production in Ukraine” (state registration number 0124U000027), “Information technologies and mathematical methods for the development of the agricultural sector of the economy” (state registration number 0120U105338).

The monograph is intended for policymakers and stakeholders in agriculture, accountants, banking and finance specialists, agricultural managers, farmers, researchers and postgraduate students in agricultural economics.

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3.5. THE ESSENCE AND ORGANIZATION OF THE ECONOMIC SECURITY SYSTEM OF AN ENTERPRISE

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The modern operating conditions of Ukrainian enterprises are closely related to risks caused both by the external environment of their activities and by problems arising within the enterprise itself. All these risks affect the security of business operations, which is why every enterprise manager must constantly ensure the stability of their business's existence.

The challenges faced by businesses today are further complicated by the fact that Ukrainian enterprises operate under wartime conditions, and in addition to the usual risks of entrepreneurial activity, they are also exposed to wartime risks.

Business entities continuously operate under conditions of external environmental instability and competition, where the manager plays a crucial role in managing the business entity and overcoming the stream of problems the enterprise faces on a daily basis. Global business statistics indicate that within the first five years, 80% of all newly established enterprises cease to exist. This fact confirms that achieving effective strategic management is a very challenging task.

The strength of an enterprise, which is an open dynamic system, is based on three elements: profit, development, and security.

Under current conditions, the economic security of an enterprise gains particular importance as a factor in improving its economic condition and achieving business goals.

The term "security" is comprehensive in nature, as it is used in various sciences. In economic theory, several types of security are distinguished based on their content.

However, economic security occupies a special place among the various types of security. This is due to the fact that all types of security, in one way or another, cannot be adequately realized without economic support.

Economic security can be considered in relation to different categories of security objects: producers, consumers, and the state.

Since ancient times, one of the reasons people united into societies was the pursuit of safety. Thus, in Maslow's hierarchy of needs, the need for safety is considered one of the basic human needs. The scope of this need has continuously expanded — from personal safety to the level of society and the state.

O. Skoruk offers the following definition of security: "Security is a state of protection of the vital interests of an individual, society, or organization from potential and actual threats, or the absence of such threats" (Skoruk, 2021).

The general concept of "security" began to be used in relation to business activities relatively recently, mainly due to the rapid development of economic relations and the expansion of cooperation between enterprises of various ownership types and fields of

activity. O. Skoruk also emphasizes: “Security is the state of an object that allows it to prevent internal and external threats and helps neutralize them to ensure effective existence” (Skoruk, 2021).

Given that business entities operate in an economic environment that includes not only economic relations with various partners but also legal, financial, and other surroundings, the term “economic security” is more commonly used to define the safe existence of an enterprise. Bosa I. states that: “The term ‘economic security’ was first used almost ninety years ago by F. Roosevelt. It was officially established in 1985.” This official recognition occurred when “...at the 40th session of the UN General Assembly, the resolution ‘International Economic Security’ was adopted” (Bosa, 2022).

Currently, almost all scientists emphasize the multifaceted nature of the concept of economic security and the different approaches to defining its essence. The term “security,” according to its etymology, means “absence of danger,” i.e., security is a state of protection of the vital interests of business entities from internal and external threats. Vital interests refer to a set of needs, the satisfaction of which ensures “the existence and potential for progressive development of the individual, society, and the state” (Muntiyan, 2010).

From this, it follows that security is a state in which existence and the potential for progressive development are ensured. Based on a comprehensive analysis of scientific literature (both domestic and foreign), the following approaches to defining the essence of an enterprise’s economic security have been identified: a state of protection against threats; a state of efficient resource use; the ability to function stably; the presence of competitive advantages and the ability to achieve goals (see Fig. 3.5.1).



Fig. 3.5.1. Approaches to defining the essence of the concept “economic security of an enterprise”

The first approach to defining the essence of economic security of an enterprise is based on the concept of protection against threats. Bosa I. notes in her work that Olejnikov

Ye.O. considers economic security of an enterprise “as a state of the most effective use of resources to overcome threats and ensure stable operation of the enterprise now and in the future” (Bosa, 2022).

According to Kamlyk M.I., “Economic security means the preservation of structural integrity and the ability to generate prosperity, as well as the interests of a politico-economic subject in the context of various external risks and threats faced in the international economic system” (Kamlyk, 2014). The author emphasizes the need for protection against external threats; however, internal threats – which also significantly affect the activity of the entity – are left unaddressed.

The second approach, which views economic security of an enterprise as a state of efficient resource utilization, is closely related to the first approach. These approaches are often used together when defining economic security. Krupka Ya. defined economic security of an enterprise as “...a state of the most efficient use of resources to overcome threats and ensure stable operation of the enterprise now and in the future” (Krupka, 2010).

According to the third approach, economic security of an enterprise is defined from the perspective of the ability to function and develop stably. Pasinovych I. and Hutak V. cite definitions from various authors who consider security a state characterized by enterprise development. It ensures proper conditions for economic stability throughout every cycle of production, exchange, distribution, and consumption (Pasinovych, Hutak, 2023).

According to the next approach, economic security is defined as high competitiveness and the presence of competitive advantages. I.P. Moiseenko and O.M. Marchenko believe that economic security is “a system that ensures competitive advantages of the enterprise through efficient use of resources (material, labor, financial, investment), based on comprehensive information formed in an integrated accounting-information system” (Moiseenko, Marchenko, 2011).

One of those who views economic security from the fifth position – goal achievement – is O.V. Orlyk. According to his definition: “Economic security of a given system should be understood as a set of properties of the state of its production subsystem that ensures the possibility of achieving the goals of the entire system” (Orlyk, 2014).

While the first approach assumes that an enterprise is economically secure if it is protected from threats, the fifth approach makes ensuring economic security a more complex task—endowing the enterprise with qualities that allow it to achieve its goals.

Thus, it becomes clear that in disclosing the essence of the concept of “economic security of the enterprise,” different scholars emphasize one or another of the mentioned approaches. However, in our opinion, all of them are important in the process of forming business security.

It is also worth noting that many authors follow a mixed approach in their definitions of economic security, stating that it includes three important elements: economic independence, stability, development,

Economic independence implies control over one’s own resources and the ability to meet obligations on time. It is necessary to reach a level of production that ensures the enterprise’s competitiveness in the market.

Stability refers to operational consistency and a financial condition in which the enterprise can meet all its obligations to employees, other organizations, and the state under normal conditions, thanks to adequate income and balanced expenditures. The enterprise's contribution to a promising future lies in increasing its positive impact on society, and this can only be achieved if it attains stability. If the risk of reduced financial stability is not neutralized in time, the enterprise loses its ability to generate necessary profits and maintain steady growth in the future. Stability acts as the main source of development potential for the enterprise.

Development involves improving the enterprise's performance indicators. If an entity fails to develop or achieve operational efficiency, it reduces its ability to adapt to both external and internal conditions, and thus its ability to survive.

In turn, analysis of the various approaches to defining the essence of "economic security of the enterprise" allows us to add two more elements to those already mentioned: protection and economic advantage. This leads to the following definition of economic security (see Fig. 3.5.2).

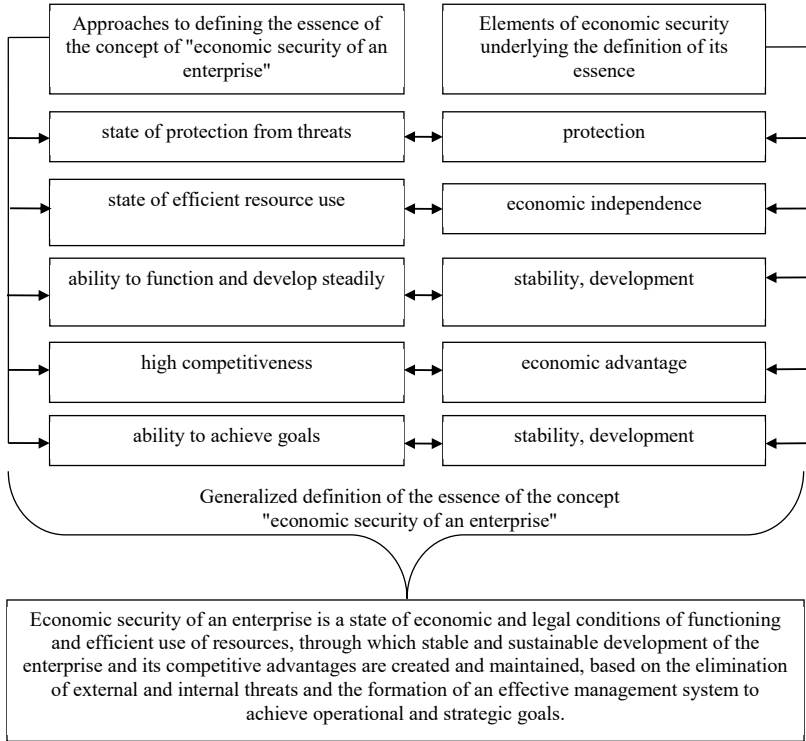


Fig. 3.5.2. Generalized definition of the essence of the concept "economic security of an enterprise"

Thus, economic security of an enterprise implies sustainable development through the use of all types of resources and entrepreneurial capabilities that ensure their most efficient use to prevent threats, support stable operation, and enable dynamic scientific-technological and social development. This contributes to solving the main task faced by any enterprise: protecting its interests and achieving business goals.

However, regardless of which approach we consider, most agree that "economic security" is a certain state of protection of a business entity, whereas ensuring economic security is a continuous process that requires constant attention and improvement.

From this perspective, one of the main tasks of modern business is to ensure safe and stable existence, which is not possible without a comprehensive and systematic approach to this process. This has led to the emergence of the concept of an "economic security system."

The systemic approach is based on the principle of the integrity of the object of study, meaning the analysis of its properties as a single whole. This is because only a system possesses qualities that none of its individual parts have on their own. This approach is founded on the idea that the interaction between components of a unified whole produces a synergistic effect.

In other words, the interconnection of the system's components ensures a combined effect greater than the sum of the individual effects of those components if they were to act independently. A similar interpretation of the essence of the synergetic relationship is also observed among scientists working in the fields of cybernetics and general systems theory. Thus, any system is formed based on the interconnection of its components. The creation of a system occurs through the transformation of the structure of relationships between components, as well as the development of those components.

Based on the above, we can state that in a market environment, every business entity needs its own economic security system. However, the economic security system of each enterprise will be completely individual, as it depends on many factors and the specific conditions under which the business operates at a given time. These conditions include: the type of activity, financial and material-technical resources, the legal framework within which the enterprise operates, the availability of human resources, the existence of a security service within the enterprise, the awareness of each employee about their responsibilities in the field of security, and other influencing factors.

All these elements, when interconnected, form a system and must operate as a unified whole. If any of these components is in poor condition, its negative impact will affect the entire system. Therefore, only a comprehensive approach to the concept of an economic security system and its development within the enterprise can lead to the desired outcome. Applying such an approach when developing the strategy for organizing an economic security system will help optimize the enterprise's economic activities, increase productivity, and ensure the availability of necessary resources.

In order to implement a comprehensive approach to building an economic security system, we believe it is first necessary to define its main characteristics: individuality, autonomy, Complexity, activity and efficiency.

In our opinion, if the enterprise's economic security system possesses the characteristics presented in the figure, the costs of its operation will be justified, and the business entity will be maximally protected from negative influences of both the external and internal environment. In other words, by having these characteristics, the economic security system will be capable of fulfilling its main tasks (see Fig. 3.5.3).

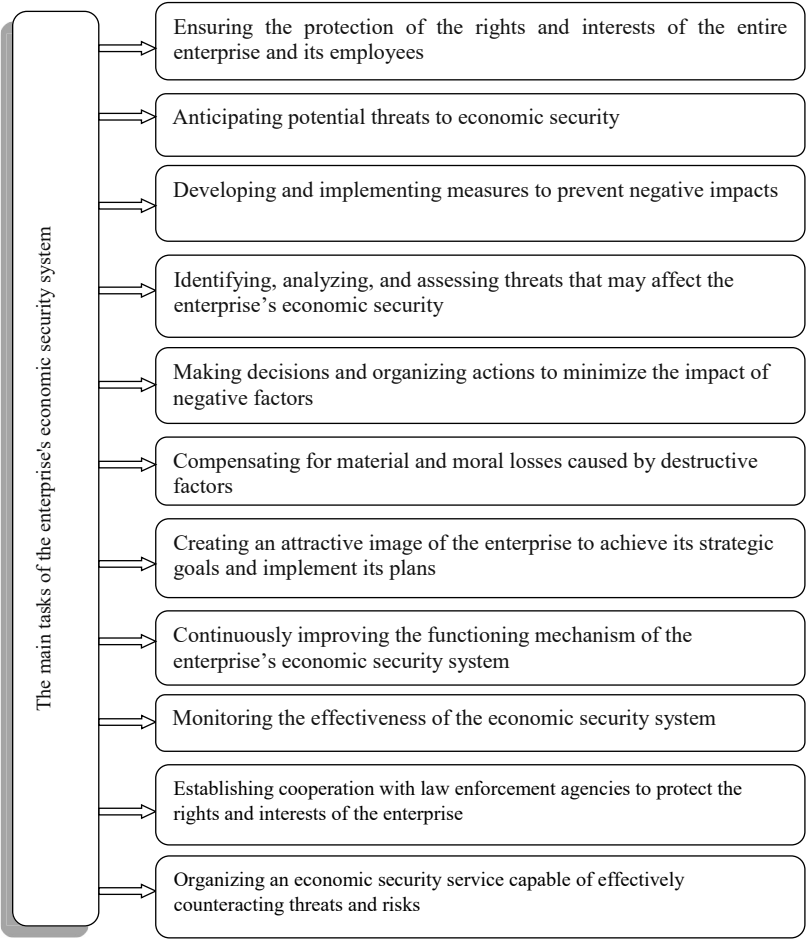


Fig. 3.5.3 Summary of the key tasks of the enterprise's economic security system

Thus, the enterprise's economic security system can be considered an organized, comprehensive set of measures, tools, and methods aimed at protecting the economic

interests of a business entity from potential threats—both external and internal—while ensuring the stability and efficiency of its operations.

Having defined the economic essence of economic security and identified its main characteristics, we can affirm that economic security can be maintained at an appropriate level only if it is properly organized. Most scholars propose viewing the organization of an enterprise's economic security system as a set of diverse measures targeting various aspects of the company's operations, aimed at protecting its interests from the negative impacts of the internal and external environment.

In turn, the organization of an economic security system is the result of internal and external factors influencing the functioning and development of the enterprise, reflecting a complex system of various economic relations. Therefore, the organization of the economic security system is a multilevel and complex process aimed at maintaining the stability and growth of the enterprise even under challenging conditions, and this process must be given special attention by the entrepreneur.

In general, the very term “organization”, as an action, implies a set of certain activities and the formation of a mechanism that would ensure the proper functioning of the enterprise's economic security system.

To build such an effective mechanism within the enterprise, it is first necessary to identify the elements of the economic security system that must be taken into account.

According to Kuzenko T. B. and Sablina N. V., the main elements include: “...objects, subjects, principles, functions, goals and objectives, strategy, economic security provision mechanism, and functioning modes” (Kuzenko, Sablina, 2020).

We do not fully agree with this opinion, as we believe that the developed functioning mechanism of the economic security system of an enterprise is already the result of its organization, rather than a separate element.

Based on this, we note that the economic security system of a company should be built in accordance with its security policy and strategy. Security policy refers to a system of views, measures, decisions, and actions in the field of security, creating the conditions and environment favorable for achieving the organization's goals. The security strategy can be defined as the direction aimed at achieving a high level of protection of the enterprise during its stable operation and the realization of its set goals. Therefore, the key components in the organization of the economic security system of business entities are its object, subject, and scope.

Based on this, let us consider the main elements of the economic security system that should be the focus when organizing the economic security system of an enterprise.

Thus, the objects of the economic security system include all aspects and areas of the enterprise's activities that need protection.

The selection of the objects that deserve the most attention within the economic security system depends on the specific characteristics of the enterprise and the amount of funds it can allocate to organize the protection of the identified objects.

The subjects of economic security are all departments, employees, and services involved in ensuring it.

O. Skoruk proposes to distinguish two groups of subjects within the economic security system: internal and external (see Fig. 3.5.4).

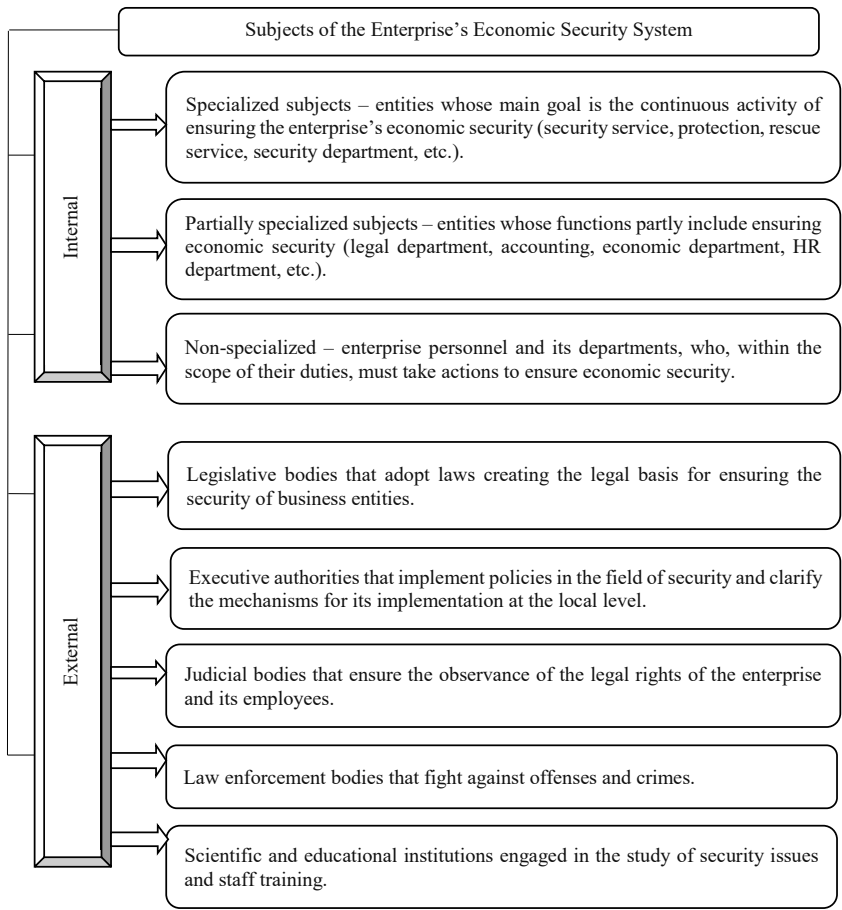


Fig. 3.5.4. Subjects of the enterprise's economic security system (Skoruk, 2021).

As shown in Fig. 3.5.4, the author includes not only individuals and structures directly responsible for ensuring economic security within the enterprise and subordinated to its management, but also external subjects. These external subjects include organizations and institutions that operate autonomously and are not subordinate to the enterprise's management, yet their activities have a significant impact on the enterprise's economic security. We agree with the opinion of O. Skoruk that the influence of these

subjects should be considered when building the mechanism for organizing the enterprise's economic security system.

In our view, a separate component of the economic security system—without which its proper organization is impossible—is the means the enterprise can use to ensure economic security. These will be presented in Fig. 3.5.5.

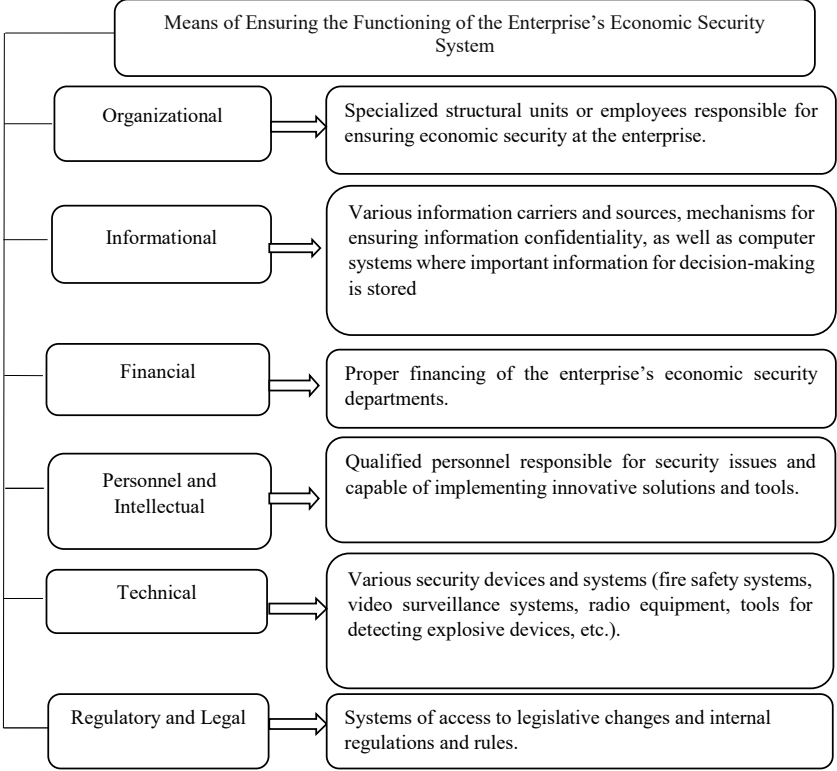


Fig. 3.5.5. Means of ensuring the functioning of the enterprise's economic security system

When organizing the economic security system, it is advisable to address the issue of obtaining the means from each group presented in the figure. Only under such conditions will the activities of the internal economic security subjects be effective.

An important element in ensuring the enterprise's economic security system is also the choice of methods for implementing this process. In our opinion, these methods can be conditionally divided into similar categories, in particular:

- Technical – the use of surveillance, control, and identification tools to ensure protection;

- Informational – establishing accounting and analytical support for the economic security system of the enterprise, compiling employee profiles, preparing confidential analytical materials, and other documents for situation analysis;
- Financial – incentivizing employees who achieve results in ensuring economic security through material rewards;
- Regulatory and legal – providing legal protection of the enterprise's legitimate interests and supporting the activities of law enforcement bodies;
- Personnel – selecting and training qualified personnel responsible for economic security;
- Intellectual – protecting intellectual property, for example, through patenting and the implementation of innovative developments.

Only the correct combination of these elements of the economic security system, in our view, can ensure its effective operation within the enterprise and enable it to perform its functions.

It should be noted that the main provisions for organizing the security service are recorded in the fundamental legal, regulatory, and organizational documents of the enterprise, which are based on legislative acts. Thus, the organization of an enterprise's economic security system implies the need to develop a specific algorithm for such organization and to formalize the defined provisions in the enterprise's internal administrative documents.

The organization of the economic security system of an enterprise is a complex process of creating, structuring, and implementing a set of measures, mechanisms, policies, and tools aimed at protecting the enterprise from various dangers and threats, as well as ensuring its sustainable functioning and development. It involves identifying the main elements of the system, which include objects, subjects, principles, means, and methods, with the selection and implementation of these elements depending on the tasks facing the enterprise's economic security service.

Today, the conditions for the existence of Ukrainian businesses are such that only a small number of enterprises allocate a unit dedicated to the economic security system. Most often, these issues are addressed by managers, analysts, and corporate security. The underdevelopment of the economic security system in enterprises is primarily due to the lack of financial resources to ensure its functioning and the short-sightedness of managers. In the absence of such a system and services from the economic security department, there is a risk of resource loss or takeover by raiders. To ensure the proper organization of the economic security system of an enterprise, it is, in our opinion, necessary to first define the basic principles of economic security on which it should be based.

Today, there are several approaches to formulating the principles of an enterprise's economic security. Most authors suggest adhering to the following principles of economic security: legality; systematic and comprehensive; completeness of coverage by levels of financial and economic activities; completeness of coverage by time of financial and economic activities; and economic feasibility. Having examined the literature sources and analyzed various approaches to defining the principles of economic security, we support the opinion of D. S. Kovalov, who, based on the content of the aforementioned elements of the economic security system of a functioning institution and highlighting the requirements for the organization of the economic security system, systematizes its principles into six blocks:

target, structural, functional, process, operational, and systemic principles. The target principles include coverage, specificity, flexibility, scalability, and compatibility.

Structural principles involve the principle of simultaneous "four roles," the combination of centralization and decentralization, hierarchy, prioritizing the object over the subject, coordination, unity, minimal structural complexity, and personal responsibility.

Functional principles include autonomy, updating, concentration, multifunctionality, and neutralization.

Process principles involve the combination of preventive and reactive measures, the combination of publicity and confidentiality, legitimacy (legality), economic feasibility, and equivalency.

Operational principles include proportionality, linearity, uniformity, parallelism, continuity, and specialization.

Systemic principles include goal orientation, integrity, openness, connection, and adaptation.

We believe that this list of principles for the economic security of an enterprise, and thus its organization as a system, is the most comprehensive and can serve as a solid foundation for building the economic security system of any business entity.

In addition to the principles of organizing the economic security system of an enterprise, its functional components are also of great importance.

Thus, the main functional areas of the economic security system of an enterprise are: protection of trade secrets and confidential information; computer security; internal security; security of buildings and structures; physical security; provision of communication; security of economic and contractual activities; security of transportation of goods and people; security of advertising, cultural, mass events, business meetings, and negotiations; fire safety; environmental security; radiation and chemical safety; competitive intelligence; information and analytical work; social-psychological and preventive work among staff and training on economic security issues; expertise of the security system mechanism; technical and technological security; provision of security personnel; industrial security; financial security; tax guarantee; interface security; material security; energy security, and others.

With this allocation of functional areas in the economic security system, it is included in the resource-functional approach when conducting an assessment and analysis of its level. Given the diversity of components in the economic security system of an enterprise, a comprehensive approach must be followed when organizing it, which involves covering the maximum number of functional areas of the enterprise's security.

Applying a comprehensive approach when developing the strategy for organizing the economic security system in an enterprise will optimize the economy, increase its productivity, and allocate resources for the further successful operation of the economic security service in the enterprise.

A key feature, and at the same time a challenge, in organizing the economic security system is that its effectiveness almost entirely depends on the human factor. Even with a professionally trained head of the economic security service, modern technical means, and the company's leadership, the desired results will not be achieved until every colleague

and employee realizes the importance and necessity of the implemented economic security measures. If an enterprise allocates resources solely to ensure its functioning, it will typically operate as a system; however, the organization of security efforts enables such functioning to be carried out with a better combination of resources, improved management, favorable external conditions, and higher performance outcomes.

For a company to move forward with further development, it must allocate funds for the ongoing provision of its economic security, in addition to the funds necessary for basic operations. As soon as development processes begin, the level of threat constantly increases due to faster dynamics and the weakening of the system. The enterprise grows, which leads to higher profits, but for expanded reproduction and to ensure an adequate level of economic security, increasingly significant resources are required. These circumstances are associated with the fact that during its development, the company will claim a market niche or a portion of its competitors, which already constitutes a substantial security threat.

If the enterprise is capable of allocating funds for the operation and maintenance of its current level of economic security, as well as for the potential organization of future economic security, this is considered the highest level of economic security. It enables not only safe development but also the formation of the enterprise's capacity to ensure its own economic security in the future.

Thus, the organization of the economic security system involves adherence to a significant number of principles and the application of a comprehensive approach, which means structuring the enterprise's security system across all its critical functional components. At the same time, in the process of organizing the economic security system within an enterprise, issues must be addressed at the methodological, technological (technical), and organizational levels.

One of the main elements of the economic security system of an enterprise is its information support. Without information, specialists in the economic security service will not be able to assess its current state or make proposals for improvement. At modern enterprises, the primary information system is the accounting system of the enterprise.

It is no coincidence that Andriiv N. states: "The organization of a proper state of information support is only possible with adequate assistance, particularly managerial and technical" (Andriiv, 2023). The core of information support is integrated accounting (operational, managerial, financial, and tax accounting). It is accounting that "...generates accounting and analytical information appropriate to management goals, which contributes to achieving and maintaining the level of economic security necessary for the normal functioning and stable retention of the enterprise's desired position" (Andriiv, 2023).

Thus, economic security system specialists in their activities will primarily rely on the enterprise's accounting system to obtain the necessary information. However, it must be taken into account that not all information needed by security professionals can be immediately retrieved from the accounting system or used correctly. On this matter, Andriiv N. writes: "No system can exist without information, but in addition to its presence, the quality and the ability to obtain and use it as efficiently as possible are also crucial" (Andriiv, 2023).

This confirms our view that in order to obtain the necessary information from the

accounting system, it is first necessary to develop a specific mechanism for information transfer, to determine the timing, scope, and reporting formats in which such information will be generated. In this regard, Nataliia Andriiv notes: “This is possible in the case of establishing appropriate information channels and developing an internal data exchange format based on the widest possible application of information technologies” (Andriiv, 2023).

We fully agree with her opinion that the transmission of information will be most effective through the company's communication tools by applying available information technologies. The security service can also obtain the necessary information by implementing a system of access to information arrays within the enterprise. This means that certain specialists responsible for areas of economic security are granted access to accounting software or specific modules, but without the right to make changes. Under such conditions, the specialist responsible for organizing economic security will be able to independently export the necessary data in the form of reports or spreadsheets and further process them.

Thus, the next step after obtaining the information is its analytical processing in order to derive the necessary indicators that characterize the level of the enterprise's economic security in terms of its components. This means that a financial and economic security analyst must possess appropriate tools to analyze the obtained data.

According to Skoruk O., “Accounting and analytical support for the economic security of an enterprise should be understood as the process of collecting, preparing, recording, and processing accounting and analytical information and making management decisions based on it” (Skoruk, 2021).

Considering that the information processing must be carried out in accordance with the needs of security implementation, the same author notes: “Accounting and analytical support for economic security is a complex system consisting of three interrelated subsystems (components) that exist in a single information space: accounting, analytical, and special support” (Skoruk, 2021).

Accounting and analytical support is a key element in the effective management of an enterprise's economic security. Its significance lies in creating an informational foundation that enables well-grounded managerial decisions to reduce risks and threats, protect resources, and ensure stability in the enterprise's operations. Several aspects highlight the role of accounting and analytical support in the economic security system of an enterprise:

1. Information Support – The accounting and analytical system provides accurate, complete, and timely information about the enterprise's financial condition, assets, liabilities, income, and expenses. This information serves as the basis for timely and effective decision-making.

2. Control and Monitoring – Through accounting data, the economic security system can maintain continuous control over asset movement, financial operations, and budget execution. This allows for quick responses to violations within the enterprise's internal environment and helps prevent their negative consequences.

3. Risk and Threat Assessment – Analytical tools make it possible not only to assess the current state of the enterprise but also to forecast potential risks in financial, economic, or organizational areas. This contributes to the timely identification of threats that could negatively affect the enterprise's future operations.

4. Planning and Forecasting – Based on accounting and analytical information, strategic and tactical plans are developed to ensure the enterprise's stability. This allows for effective resource allocation, cost optimization, and focusing on priority areas of activity.

5. Decision Support – Accounting and analytical support serves as the foundation for decision-making related to ensuring economic security. Thanks to clear data, management can justify actions aimed at minimizing risks, strengthening financial stability, or improving internal processes.

6. Enhancing Transparency – Accounting and analytical information ensures transparency in the enterprise's financial and business operations, which strengthens trust among investors, partners, and government authorities.

Thus, accounting and analytical support plays a key role in the financial and economic security system of an enterprise. It is an integral part of this system, contributing to its overall effectiveness, adaptability to changes in both the external and internal environments, and ensuring the stability and competitiveness of the enterprise. Therefore, when organizing the enterprise's economic security system, special attention must be paid to accounting and analytical support.

Research has shown that most small and medium-sized enterprises (SMEs) do not have a separate unit responsible for economic security. In addition, many companies lack a formal security concept and have not adopted administrative documents that assign responsibilities for economic security among individual employees.

Based on this, we consider it necessary to encourage enterprise leaders to focus on developing specific approaches to organizing economic security and formalizing its procedures. First of all, it should be noted that if a company is a small or medium-sized business, creating a separate department for economic security may not be appropriate. Instead, it is necessary to develop action mechanisms for current employees to maintain economic security at an adequate level.

On this matter, Skoruk O. states: "Depending on the situation and its development, the economic security system can operate in three modes: routine, high alert, and emergency" (Skoruk, 2021). Let us consider how these modes can be implemented at a specific enterprise.

The routine mode of operation of the economic security system is the standard working condition in which all subjects of the system, except for the crisis group, perform their regular duties. They are engaged in preventing the emergence of negative factors, detecting them, and also developing standard action plans in case of various threats. This is the standard mode in which the enterprise operates at the moment. To maintain this mode at the enterprise, it is sufficient to assign the issues of security provision in the job descriptions of employees.

The high alert mode of the economic security system is the operation of the system under conditions when specific threats have been identified that may negatively affect the

enterprise's activity. In this mode, all subjects of the economic security system intensify their efforts, moving from regular monitoring to the implementation of specific actions to minimize risks and reduce the destructive impact of these threats.

For example, in the case of a sharp deterioration in financial indicators or the detection of signs of fraud, the enterprise may enhance control over expenses, introduce additional checks of financial documentation, and also restrict access to financial data or bank accounts for certain employees.

If the enterprise experiences failures in the operation of critically important equipment, a technical group is formed to promptly eliminate the problem, and measures are developed to prevent the recurrence of the situation.

In the case of a cyberattack or data leak, those employees who, according to their job descriptions, are also responsible for maintaining information security in addition to their main duties, are activated. To eliminate the negative impact of the cyberattack, a security system audit is carried out, threatening channels are blocked, passwords are updated, and employees are given instructions on how to avoid further risks.

Thus, in the high alert mode, the main goal is to prevent threats from escalating into a crisis. This is achieved through clear coordination of all structures, quick response, and the application of pre-prepared plans for managing specific situations.

Another mode in which the economic security system of the enterprise can operate is the emergency (crisis) mode, that is, such a state of operation of the economic security system which is activated in the presence of serious threats that can cause significant damage to the enterprise. In this mode: enterprise management is transferred to a crisis group, which must be headed by the enterprise manager if there is no separate security specialist at the enterprise. This group promptly makes all key decisions to overcome the threat. It operates continuously, ensuring monitoring of the situation, coordination of actions, and control over the implementation of response plans.

All units of the security system, including the security service, heads of functional areas, and other personnel, must be ready to immediately implement measures to neutralize threats and minimize their consequences. If necessary, the enterprise engages external resources such as the state security service, police, or structures of the Ministry of Emergency Situations for additional support and security provision. This mode is aimed at the fastest possible response to danger, effective coordination of actions of all participants in the process, and the prevention of serious losses for the enterprise.

The decision to apply a particular mode of organizing the economic security system must be made by the director of the enterprise at each specific point in time. However, for each employee to understand their duties in ensuring security in a specific situation, these must be prescribed in certain internal regulatory directives of the enterprise.

Thus, the task of the enterprise's manager is to timely choose the mode of operation and organize the work of the employees, that is, in fact, the manager must have a mechanism for choosing a security strategy.

A security strategy is understood as a set of the most important decisions aimed at ensuring a programmatic level of enterprise functioning security.

In practice, three main types of economic security strategies of an enterprise have

been formed and distinguished. We can propose them for use in existing enterprises, conventionally naming them as follows: preservation and monitoring strategy, response strategy, and protection restoration strategy. Thus, depending on their financial capabilities and the current situation, the head of the enterprise can choose one of the presented strategies for organizing the economic security system.

The most rational one is the preservation and monitoring strategy; however, it requires constant attention from the enterprise's specialists to security issues and continuous situation monitoring. The formation of the economic security system and the definition of its structural elements is one of the main tasks in organizing the economic security system at the enterprise. The construction of such a system depends on the scale of the enterprise, as well as its economic, financial, technical, informational, and intellectual resources.

In practice, small enterprises, when organizing their economic security system, usually use the services of external specialized organizations, such as consulting, security, or information companies. These can be agencies for personnel selection and certification, marketing centers, private security structures, etc. Another model of organizing the economic security system of a small enterprise is also common. Since such business entities often lack the ability to create separate departments or hire external specialists on a permanent basis, the relevant responsibilities may be distributed among different employees.

Medium-sized enterprises often choose a combined approach to security. They may turn to external specialists when necessary but simultaneously actively use internal resources such as legal or financial departments, marketing departments, occupational safety services, access control, or document flow departments. To improve the efficiency of these departments, it is advisable to create a coordination body within the enterprise or appoint a responsible person to oversee financial and economic security issues.

The economic security system of a large enterprise is formed as a complex, multi-level structure that integrates internal departments, specialized services, and external partners to ensure stable operations, asset protection, and counteraction to possible threats. Its construction depends on the scale of the enterprise, industry, volume of financial resources, level of risks, and the company's strategic goals.

The main central body of the economic security system of large enterprises is a separate unit – the economic security service. This body monitors threats, develops strategies for their neutralization, and coordinates the actions of all departments. The legal department provides legal support, prevents contractual risks, and defends the interests of the enterprise in court. The financial department – monitors the budget, cash flows, and identifies financial risks (fraud, theft). The information security service – ensures the protection of confidential information, prevents cyberattacks, and organizes data access policies.

A security and access control department may be established as a separate unit. It is responsible for physical security, the protection of material assets, and access control to the enterprise's premises. Large enterprises actively cooperate with external companies to address specific security issues – staffing agencies, marketing companies, IT companies specializing in cybersecurity and database protection. These enterprises may also cooperate with law enforcement agencies, customs services, tax authorities, and other state structures to ensure legal protection, counteract fraud, or investigate incidents.

Regardless of the size of the enterprise, a certain action algorithm must be followed to form a security system. The content of each stage may vary depending on the specifics of the business entity, its size, and financial capabilities. The proposed action algorithm for forming (updating) the economic security system of an enterprise is shown in Fig. 3.5.6.

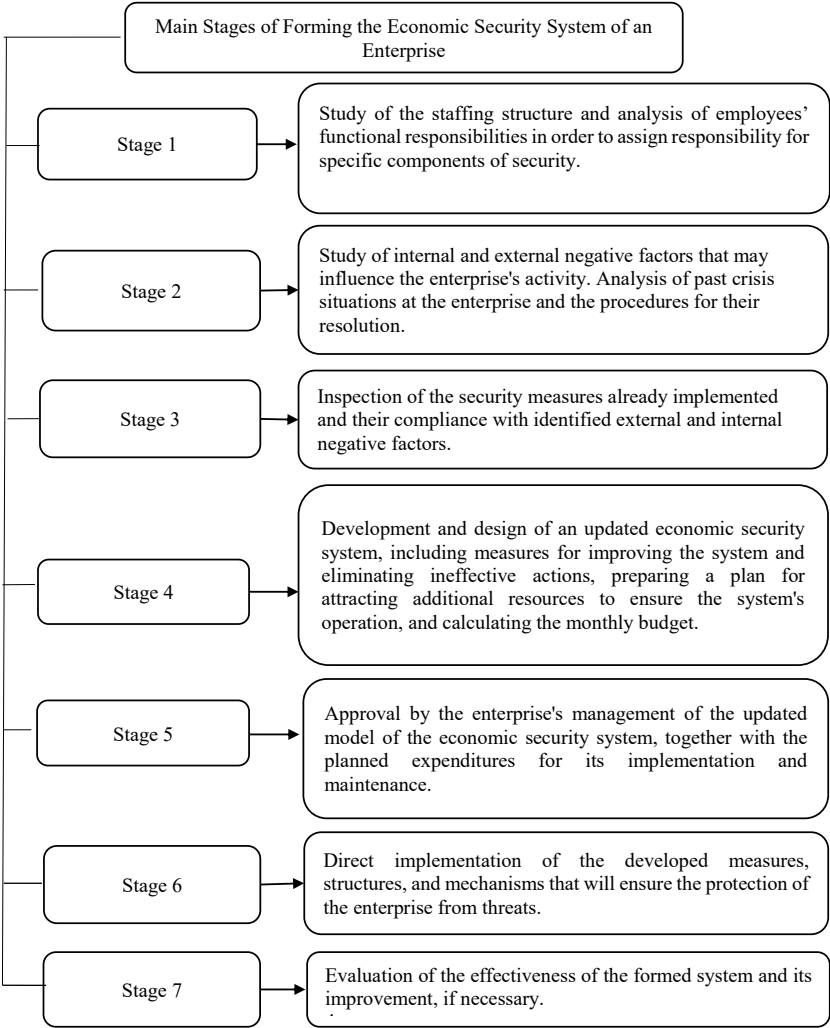


Fig. 3.5.6. Proposed algorithm of actions for the formation (renewal) of the enterprise's economic security system

Thus, the organization of the economic security system of an enterprise will depend on its size, financial capabilities, and the risks and threats it faces. The algorithm for forming an effective economic security system can be conditionally divided into 7 stages, which include the entire range of work for its organization, from surveying the object to evaluating the effectiveness of the formed system.

The result of implementing this algorithm is the formation of an economic security policy, which represents a system of views, measures, decisions, and actions in the security field, the creation of conditions, and a favorable environment to achieve the enterprise's goals. Thus, as a result of proper organization of the economic security system in the enterprise, a policy for its provision should be developed.

By studying various scholars' views on the essence of economic security and highlighting the main elements that formed the basis for defining its essence, it becomes clear that the economic security of an enterprise is a complex and comprehensive concept, and its provision is the result of a combination of actions that maintain the enterprise's solvency and liquidity of its current assets, the organization of control over all types of activities of the enterprise to improve its effectiveness, the qualification, competence, and activity of managers and staff, the effective use of all types of resources, and the process of preventing possible losses due to external and internal threats, etc. Therefore, the main goal of economic security is to guarantee the financial stability and maximum effective functioning of the enterprise in the current period, as well as a high potential for development in the future. It should be noted that the economic security of an enterprise is a rather complex system, which includes a certain set of internal characteristics aimed at ensuring the effective use of material, labor, information, and financial resources.

The need to build an effective management system for an enterprise is determined by the ongoing trend of changes in the external and internal environment, the emergence of factors affecting the level of financial-economic security, the necessity of applying justified approaches to determining and assessing the level of financial-economic security under uncertainty, as well as the need to find effective methods and algorithms for ensuring the financial-economic security of the enterprise.

Security should be considered through the lens of its functional components, which allows for: monitoring factors that affect the state of both functional components and financial-economic security in general; studying the processes that influence the provision of financial-economic security; analyzing the distribution and use of the enterprise's resources; examining economic indicators that reflect the level of provision of functional components; developing measures that will contribute to achieving a high level of the components, which will lead to strengthening the financial-economic security of the enterprise as a whole.

Based on this, we believe that the organization of the economic security system should be carried out in such a way as to maximize the use of the already existing resources of the enterprise: material, technical, human, and informational. In fact, a significant portion of the work done by the enterprise to keep it operational is actually aimed at enhancing its economic security, although this is often not regulated by any

internal regulatory document. Therefore, in our opinion, the organization of the economic security system of a stable enterprise should be embedded in the management process of the enterprise, which is aimed at forming the appropriate level of its economic security.

Thus, the process of organizing economic security at an enterprise should be integrated into its overall management system. Moreover, the costs of organizing the economic security system of the enterprise should be minimal. In other words, the organization of economic security should be based on transferring the management of the enterprise to a qualitatively new level.

The conducted research has shown that the key elements of organizing the economic security system at an enterprise are the identification of subjects, objects, and the subject matter of the organization. At the same time, working on the development of the structural model of organizing economic security has led to the conclusion that the ultimate result of this process is the development of the enterprise's economic security policy.

Based on this and considering the necessity of ensuring the stable development of any economic entity in the future and its investment attractiveness, we can highlight the main forming elements of the enterprise's economic security system: goal, subjects and objects and their functions, systematic implementation, security policy.

To ensure an appropriate level of economic security for any enterprise, it is necessary, first of all, to consider each of the identified elements of its formation. Thus, the establishment of the goals of the economic security system should be based on the specifics of its activities and industry. We believe that such goals include achieving the operating goals of the economic entity, ensuring the effective use of its resources and their preservation, adapting to external influences, maintaining financial stability, liquidity, and solvency at the appropriate level, ensuring the protection of information and trade secrets, the safety of personnel, intellectual property protection, and so on.

Based on the defined goals, in the process of managing the enterprise, the subjects of the formation of the economic security system of the enterprise are identified. These subjects include the owners, the enterprise management, and financial managers, who, through analytical research of both the internal and external environment of the enterprise, develop relevant proposals to prevent financial problems in the future.

The subjects of organizing the economic security system of a commercial enterprise can be either individual persons, according to their defined powers and official duties, or an entire department, which can include specialists from the enterprise capable of conducting analytical calculations regarding the state of the enterprise's economic security and generating internal reporting.

Moreover, economic entities, in the course of their activities, are influenced by external subjects managing their economic security. These subjects may include legislative and executive authorities, law enforcement and judicial bodies, the system of educational and scientific institutions, non-governmental security agencies, analytical, consulting, and information services, insurance companies.

The objects of the economic security system of the enterprise, when organizing it, should include every factor of its activity that contributes to increasing the effectiveness

of its functioning and profitability. These include:

- The financial and economic condition of the company, both at the present moment and in the future;
- The current and strategic goals and interests of the enterprise;
- Various areas of its activity, such as production, commerce, management, procurement, planning, etc.;
- The assets and resources of the enterprise, including financial, material, informational, and human resources;

The employees of the enterprise, its management, shareholders, owners, as well as all structural units, services, partners, and other involved parties.

In addition, the objects of the enterprise's economic security should also include personnel, information, the totality of property and non-property rights, and the economic interests of the enterprise.

Therefore, the systemic implementation of economic security involves studying the interrelationship between the factors of activity that affect the state of the enterprise's economic security and examining them using a comprehensive approach. Moreover, the systematization of financial and economic security, in our opinion, should involve conducting analytical procedures to determine the state of security at the enterprise on an ongoing basis, with a specially defined frequency, and building a certain algorithm for actions to improve the financial situation of the enterprise.

The systematic approach should form the basis for the development of the enterprise's economic security policy, which involves developing a set of measures aimed at achieving and maintaining a secure financial and economic state of the enterprise, based on its strategic goals at all stages of its development.

Furthermore, in our opinion, the financial and economic security policy should also provide for a set of tools for implementing the proposed set of measures at the enterprise, taking into account its operating conditions and financial capabilities, which represents the methodological component of the enterprise's economic security.

To improve the level of economic security of enterprises, it is necessary to activate the management functions of government bodies in the direction of a safe business environment. We believe that, based on the conditions of today's active business, during the organization of its economic security system, it is necessary to form the appropriate set of measures, which can become the foundation of the enterprise's economic security policy.

Thus, the combination of the financial and economic security policy of the enterprise at both the external and internal levels will enhance the enterprise's economic security across all defined components. At the same time, in modern conditions, in our opinion, the internal level remains the foundation of the enterprise's economic security policy, as it is at this level that the enterprise can increase its financial and economic security by finding internal reserves, while actions by government bodies can be seen as external factors of the internal economic security policy.

Therefore, we can conclude that the process of managing an enterprise should be

organized in such a way that it promotes the formation of an appropriate level of economic security for the enterprise. Moreover, the process of organizing the economic security system within the enterprise should be integrated into its overall management system, and the costs of its formation should be minimal. The main elements of organizing the enterprise's economic security system are its goals, subjects, objects, a systemic approach, and a security policy, which includes both external and internal levels.

Modern business entities often have to work in conditions of uncertainty, lack of information, and doubts about its reliability. Even established accounting standards involve the concept of professional judgment by accountants, that is, making certain assessments and reflecting operations based on their own experience and understanding of the processes. At the same time, the accounting system is the main source of information for management decisions in general and in the field of economic security in particular. This means that if, for some reason, inaccurate or false information is generated in the accounting system, it will reach the manager and may lead to ineffective decisions. Obtaining unreliable information in accounting is considered a concept of the professional risk of the accountant.

Our research shows that the information coming from the accounting system must be properly processed "...so that, in the process of its processing and interpretation, conclusions can be drawn about the current state of economic security and possible ways to improve this situation in the future" (Andriiv, 2023).

The processing of information obtained from accounting and non-accounting systems is carried out by analysts, and in their work, there are also risks associated with incorrect selection of processing tools, calculation errors, or incorrect interpretation of the results.

Thus, in addition to the risks associated with entrepreneurial activity and reflected in the accounting system, significant impact on the enterprise's economic security is exerted by professional risks, which arise due to the human factor in the process of performing accounting operations. The high responsibility of the accountant to the users of financial statements and the significant level of risk inherent in their professional activity require the recognition of the concept of "accounting professional risk" within the enterprise's risk management system. This also creates a need to improve the organization of accounting in the context of risk. However, the issue of studying the nature and essence of professional risks related to the movement of accounting information remains insufficiently researched in both accounting and risk management.

Skoruk O. mentions that "professional risk of an accountant refers to informational risks related to the distortion of accounting data, which arise in the accounting system and are the result of actions or omissions by accounting personnel" (Skoruk, 2021).

We agree with this view and believe that when organizing the economic security system of an enterprise, it is necessary to identify such risks to minimize their impact on information support. These risks can be conditionally divided into three groups:

1. Professional risks related to the organization of accounting at the enterprise include risks of information distortion. These include cases of violations by accounting staff of legislative or regulatory requirements that govern the financial and economic activities of the company, leading to unreliable accounting data. Such violations can be

unintentional, caused by the insufficient qualification of personnel, or intentional, when actions are taken to gain unlawful benefits. The consequences of discovering unreliable or falsified information may include fines and other sanctions by tax and law enforcement authorities, damage to reputation, loss of clients, and, as a result, a decrease in the effectiveness of the enterprise and the level of its economic security.

2. Risks related to violations of the accounting methodology due to improper choice of accounting policy. These risks can lead to accounting information becoming unsuitable for effective management of the enterprise, and published financial statements may mislead external users, prompting them to make decisions that are not beneficial to the company. There may also be an increase in costs due to the increased complexity of accounting operations. As a result of these risks, unjustified changes in the valuation of assets and capital often occur, which negatively impacts the enterprise's reputation.

3. Organizational risks arise when the structure of the accounting service, the organization of accounting processes, the qualification level, and the personal qualities of the employees do not meet the tasks set for the accounting department. This can lead to increased labor intensity, reduced speed of accounting operations, unjustified expansion of the workforce, and, as a result, a decrease in the effectiveness of the accounting system. This group of risks also includes losses of confidential information due to negligence or intentional actions of accounting staff.

As we can see, the work of the accounting department is one of the components of the organization of the enterprise's economic security system, which, on the one hand, forms the basis for establishing accounting and analytical support for the management of economic security, and on the other hand, creates a separate group of risks within the system of economic security of the enterprise. Based on this, we consider it necessary to highlight the main directions for minimizing the impact of professional risks of accountants-analysts on the level of economic security of the enterprise and the measures that will allow for the implementation of each identified direction. These include: management of accounting personnel, protection of confidential information, Automation of accounting processes, Verification of the accuracy of accounting data, participation of analysts in the development of accounting policies.

Thus, we have established that the work of accountants and analysts, on the one hand, forms the basis of accounting and analytical support for managing economic security, and on the other hand, creates a separate group of risks within the enterprise's economic security system. Based on this, three groups of professional risks of accountants-analysts that affect the state of economic security of the enterprise were identified, and directions were proposed to minimize the impact of their professional risks on the level of economic security of the enterprise along with means for their implementation.

Therefore, a qualitatively organized system of economic security of business entities is possible only with the use of a comprehensive and systematic approach in its organization and management. This system makes it possible to assess the prospects for the development of the enterprise, develop its tactics and strategy, reduce the consequences of financial crises and the negative impact of new threats and dangers.

SCIENTIFIC EDITION

**ACCOUNTING, FINANCIAL, AND ECONOMIC
SUPPORT FOR SUSTAINABLE DEVELOPMENT
OF THE AGRICULTURAL SECTOR:
THEORETICAL FOUNDATIONS
AND PRACTICAL RECOMMENDATIONS**

COLLECTIVE MONOGRAPH

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