

SECTION 1. MECHANISM FOR ENSURING ECONOMIC SECURITY OF AGRIBUSINESS ENTITIES AND RURAL AREAS

1.1. THEORETICAL FUNDAMENTALS OF THE MECHANISM OF FORMATION OF STRATEGY FOR ENSURING ECONOMIC SECURITY OF THE ENTERPRISE

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Summary. The economic essence of the conceptual apparatus in relation to the categories "economic security of the enterprise" and "strategy for ensuring the economic security of the enterprise" has been specified. It has been noted that the economic security of the enterprise is characterized by many of its types and approaches to the definition in order to form a comprehensive definition of strategic economic security systematized classification features. The approach to the strategy development of enterprise economic safety maintenance on the basis of sustainable development has been formulated. The mechanism of strategy formation of the enterprise economic safety maintenance has been defined.

Keywords: economic security, threats, mechanism, enterprise, strategy, improvement

The priority task of ensuring the economic security of enterprises in the modern world is to create the conditions for dynamic growth, stable and efficient activities, the formation of the potential for sustainable development. Rational use of all enterprise resources, important for its activities, can be achieved by reducing the impact of negative factors on the enterprise economic security, which requires the development and implementation of special economic security policies.

Ensuring economic security is an important aspect of the successful operation and economic development of the enterprise and largely affects its efficiency. The policy of economic security is aimed at ensuring stable and dynamic development, constant balancing and harmonization of activities that are achieved using all types of resources and opportunities available to the company.

The formation and implementation of economic security policy is through the process of creating an internal system of economic security, focused on identifying bifurcation points in development. Insufficient attention to the issues of economic security policy in order to ensure the effective functioning of the enterprise is largely reflected in the results of activities, growth dynamics and sustainable development of the enterprise.

The scientific approach to the concept of "economic security" was formed in the twentieth century in connection with the state's attempts to regulate domestic and

foreign economic relations [17]. It should be noted that domestic researchers associate economic security with the protection of vital interests and the ability to meet the society needs.

Economic security is considered in connection with the threats, risks and dangers associated with trade relations. Western scholars understood economic security in connection with national interests, the presence of military and economic threats from outside. At the same time, the appeal to the issues of economic security in Ukraine was initiated by the difficulties of the transition to market relations, so the domestic economic factors are mainly analyzed. And in the West, foreign policy aspects of economic security are of interest.

Considering the world experience of defining the concept of economic security, it is impossible to identify a single approach to this concept. Common to any national position on this issue is the view that the economic security of any country is the basis for stable socio-economic development and prosperity of the nation.

In the historical context, the concept of "economic security" was preceded by the concept of "national economic security", which first appeared in the United States during the economic crisis in 1970, and then began to be used in Western scientific literature in the 80's of the twentieth century.

It should be noted that the concept of national security is characterized by its connection with the concept of "the rule of law", which means the presence of legal influence on key elements of national security: national interests and national priorities. Based on the content of these elements, specific tasks of national security are set and solved at all levels of government: the state, the subject, as well as society and the individual. This allows us to consider issues of national security not only at the state, regional, interregional, local levels, but also at the micro level - in relation to the enterprise activities.

The above allows us to conclude that this approach to the content of the category "national security" provides some clarity in the development of the main directions and objectives of national security, which are implemented at all levels of government and in all spheres of public activity. It is important that this concept is adequately perceived in relation to the sphere of economics, which served as the basis for the definition and independent development of the category of "economic security".

In the USSR, various state structures responsible for the economic security of enterprises were involved in ensuring the country's economic security and counteracting external and internal threats. Ukraine's entry into the global economic space, the creation of a country with an open market system necessitated the economic security of economic entities both with the help of the state and its own forces and the creation, thus, of a single system of economic security.

It should be noted that in Ukraine the approach to intensifying the consideration of the problem of economic security and its components began after obtaining the status of a sovereign state in 1991. It should be noted that one of the first regulations to address the need for economic security was the Concept of Economic Security (1996), according to which economic security is understood as

"the state of the economy, society and institutions of state power, which ensures the implementation and guaranteed protection of national economic interests, progressive socio-economic development of Ukraine, sufficient defense potential even in adverse internal and external processes" [15].

On August 11, 2021, the Decree of the President of Ukraine "On the Strategy of Economic Security of Ukraine until 2025" was signed, according to which "the strategy of economic security of Ukraine development of the national economy, integration of Ukraine into the European economic space, development of equal mutually beneficial economic cooperation with other states "[12].

The need for a dialectical understanding of the concept of "economic security" is due to the fact that security cannot be complete and is a unity of stability and variability. As social life becomes more complex, the mechanisms that were previously used as stabilizers of social life acquire a destructive quality, forcing the social system to develop. Like any system, the social system is characterized by a state of temporal and relative equilibrium, which is replaced by a state of imbalance. This forces us to supplement the dialectical approach to the understanding of economic security with a synergetic one. These approaches can be used to characterize the processes of the modern world.

According to Sudakova O.I. [14] socio-economic aspect of economic security is a group of interrelated factors that can create serious threats to economic security and related to the functioning of society and public consciousness. Economic security is related to the social sphere, as indicators of economic security depend on labor productivity, skills of workers, the level of health care development, income level, receptivity to innovation and so on. This suggests that ensuring economic security must be linked to creating opportunities for these indicators to grow. Developing this idea, we can say that economic security depends on human capital as a person's ability to work, to grow creatively, to maintain health, to acquire skills, to start a family and so on.

Under the influence of the globalization process, the following features are formed in the understanding of economic security: there is a global level of economic security, in this regard, the growing role of global economic and political institutions; the role of nation-states, their ability to influence or oppose global processes is reduced; sustainability in a global society is not a fundamental concept, the world is losing its signs of stability, so the understanding of stability is understood as a state of temporary equilibrium and as an opportunity to control fragments of reality; with the participation of the mass culture of economic centrism and the ideology of consumption spread to the entire population of the planet, so it is natural to perceive the spread of commodity-money relations, which are multiplied aspects of economic security; commercialization of risks turns security into a profitable measure, so there are new risks, growing demand in the market of economic security [19].

Global contradictions in social, economic and political terms continue to grow, and the practice of combating threats is shifting to another, narrower, more private plane. The analysis of these factors leads to the conclusion that the lack of a generalized vision of the threats of the modern world hinders comprehensive control

over the set of indicators necessary for the balanced existence of the biosocial system. This threatens to upset the balance of basic life support systems, deteriorating water quality, air, disruption of the reproductive mechanism. To prevent a catastrophe, it is necessary to restore a comprehensive and systematic vision of economic security. Accordingly, the question arises as to what will become the center around which the concentration of ideas about economic security is possible in the modern world.

Modern worldview is based on the ideas of uncertainty, ambiguity, fragmentation of the world [10]. Economic security loses its integral meaning, ceases to be an integral concept and falls apart into smaller and smaller fragments. Attempts to ensure economic security have a significant effect only in local areas. As the controlled sphere expands, the effectiveness of control decreases. Increasing localization is in the hands of those who benefit commercially from economic security.

Due to the commercialization of economic security, it is becoming increasingly elitist, and there are whole communities on the planet, which are not the object of economic security. A comprehensive understanding of economic security draws attention not only to economic factors, but the quality of the environment, the consequences of production activities, the development of civil society institutions, the ability to self-government, the availability of opportunities to meet human needs.

In this sense, economic security will include concern for creating conditions for a decent lifestyle, developing social programs, creating conditions to increase the educational potential of the population, combating the spread of dangerous diseases, ensuring access to quality health care, improving legal and social protection, conditions for ensuring economic security. Economic security is the provision of a set of conditions for human development.

In the context of global challenges and threats, the most important component of economic security as a system is the concept of preventing security threats to the country by implementing short-term, medium-term and long-term measures. Methodologically, such a system of comprehensive measures can be traced, in our opinion, in the forecasts formation of socio-economic development, budget, monetary, tax policies of the state. It is a serious tool for identifying risk and crisis situations in the economy and determining the scenario conditions for the next planning and forecast periods.

The analysis of the economic environment shows the high dynamics and diversity of market processes. The development of the economic space is influenced by many factors reflected in these concepts, so when developing options for economic security strategies can use the provisions contained in all three concepts, because in modern conditions they are not mutually exclusive, but confirm each other.

It should be noted that the transformation of conceptual approaches to economic security reflects the patterns of cyclical economic development and their features inherent in individual phases of cycles, and also requires the development of economic foundations for studying relevant aspects of economic security. In this

regard, there is undeniable interest in the list of basic methodological approaches given by Chernish O.V. and Tarasenko I.O. [5].

1. The security of economic systems, from the point of view of catastrophe theory, according to which an economic system close to complete depletion of its own resources, without the necessary resources and tools to prevent threats, may lose stability, up to destruction.

2. Security of economic systems within the risk theory, in which risk is considered the main category of security. Accordingly, the threats to the security of the economic system are prevented by identifying risks and neutralizing them.

3. Security of economic systems within the conflict theory includes methods of recognizing, regulating and resolving conflicts at minimal cost.

4. Security of economic systems in the framework of the theory of ordering and self-organization of systems contains provisions on the need to find and use internal resources to overcome the crisis and secure development.

5. Security of economic systems in the framework of the theory of tektology, according to the provisions of which the factors that ensure the balance of systems, cases of system imbalance, leading to negative or positive changes.

Based on the study and generalization of qualitative characteristics of different conceptual approaches, as well as current trends analysis in world and domestic economies Truhan O. L. defines economic security "as a state of socio-economic system of a steadily developing state, which allows guaranteed protection of national-state interests" [16].

Economic security can also be defined as a set of properties that reflect the "state of the production system that contributes to the goals of the entire economic system" [8]. Korniyenko T.O. defines economic security as "a combination of economic, political and legal conditions that ensures the long-term production of the maximum number of economic resources per capita in an efficient way" [9].

In our opinion, in the systematic consideration, any category of economics should be considered as complex (multilevel, multifunctional, etc.). This may well be attributed to the category of "economic security". In specific studies, however, this category is often simplified by way of abstraction to simplify the analysis. As a result, we have a number of interpretations of the same category, which differ in important points. In our opinion, such a situation can be avoided only by using the method of a systematic approach as a methodological basis for research.

Many other approaches to the interpretation of economic security can be cited, but even from a brief analysis it is clear that there is no unity of opinion about nature in the interpretation and judgment of this concept. Orlyk O.V. gives in his article a selection of different definitions of the term "economic security", which are found in the domestic literature, and you can see in this collection a wide range of opinions, many different interpretations [13].

These categories have the following interpretations:

- "object" is that which exists outside us and independently of our consciousness, the external world, material reality;
- "situation" (from the medieval Latin. Situation - position) - a combination of

conditions and circumstances that create a certain situation, may arise or disappear, change over time and can be assessed and express a fixed state of "object". We are not talking now about the fact that the "situation" is favorable or unfavorable, we are talking about changing the vector of the situation in the direction of danger or protection. The criterion for assessing the situation is usually introduced from outside (the object higher than the object) or set by the object itself, or determined by the goals and objectives, pattern / ideal, etc.;

Danger is a condition for a threat. Condition is the state of the object, the situation. Danger, like a threat, can be external, internal, hidden, potential, real, existing, imaginary, systemic, and so on. A threat is defined as a possible danger to someone and to someone. "Eliminate the threat" means protecting the object;

- the concept of "security" is interpreted as a state of reliable security, which implies the presence of a situation in which to protect (the presence of a threat);

- security is a state of protection of vital interests of the individual, society and the state from external and internal threats.

Security is a state opposite to the concept of danger, its absence.

The study of the concept of "economic security" many authors begin with a consideration of the term "security", which is interpreted as protection from the effects of any threats.

Of course, economic security activities, as well as economic policy in general, should use a program-targeted approach that focuses us on setting priorities and achieving them as a matter of priority. At the same time, the principles of complexity and systematic indicate to us that the implementation of measures to support sustainable development (economic security) of only key (in domestic practice they are often called "strategically important") sectors of the economy, leads to loss of integrity national economic security systems. That is, despite the need to set priorities, when implementing measures to ensure economic security, attention should be paid to all its structural components.

Given the presence in the economic literature of different approaches to the enterprise economic security formation, the variability of the basis for diagnosing the degree of their impact on the economy, the topical issue is setting priorities, forming conceptual foundations and methods of ensuring economic security of enterprises potential threats.

Research has shown that there are at least four approaches to the formation of the enterprise economic security concept: systemic, situational, functional and process.

Supporter of the system approach, Cherevko O.V. considers that economic security includes "the state of organizational, industrial and legal relations, material and intellectual resources, which ensures the stability of functioning, financial and commercial success, progressive scientific and technological development of the real sector" [4].

At the beginning of the XXI century, the situational approach to the management of economic security of the enterprise became widespread. Vasylchyk S.V. and Protsykevych N.V. believe that economic security is a state of the economy

in which the company independently ensures sustainable socio-economic development and maintains the required level of competitiveness [18]. Kovalchuk A.M. concretizes this approach component, arguing that the security of any socio-economic system is based on adaptability based on strategic management, political analysis and other rational activities related to the future, based on the study of past and present [10].

A supporter of the functional approach, in our opinion, is Truhan O.L, who considers the enterprise economic security as a broad concept that includes financial, intellectual, personnel, political and legal, environmental, information and law enforcement [16].

According to Vovk O. M. the enterprise economic security, in turn, is a component of the security system of entrepreneurial activity, along with man-made, environmental, informational, psychological, physical, scientific, technical and fire [19].

Functional and systemic approaches are very broad, so trying to cover all functional areas of activity and system units, the company faces a lack of specificity, even in the qualitative definition of its economic security. This is a high proportion of the subjectivity of those who manage the enterprise economic security. In addition, the detailed development and control over the economic security of the enterprise complicate the practical implementation of these two approaches.

According to the process approach, economic security permeates all levels of the enterprise organizational structure. The business processes that exist at the enterprise and their impact on the economic security of the enterprise have been studied. Each process is focused on achieving results that ensure economic security of economic activity.

However, it is not advisable to limit the process approach to economic security management, as resources remain equally important as a prerequisite for various processes, those who work between the "entry" and "exit" of the process, i.e., the actions taken, as well as contractors disrupt the process. In this regard, there are methodological prerequisites for the use of innovative (cyclical) approach in the formation of economic security of the enterprise.

This approach, according to Antonova O.V., is based on the application of the theory of economic cycles, which is based on the existence of long, medium and short waves of economic development [2]. At the same time, threats to economic security are formed at the junction of such waves and are realized in the form of the beginning of a new cycle of economic development, or loss of competitive advantage. In other words, we can talk about the existence of bifurcation points in the living space of the enterprise, which determine the invariance of its development during the life cycle. Therefore, it is necessary to transform this approach in order to apply it in the process of tracking the safe development of the enterprise along the life cycle curve, in addition, it is important to identify components that determine the economic security of the enterprise and develop methods for assessing them. So, in our opinion, formation of the enterprise economic security is possible by achieving permanent sustainable development based on the transformations of its life cycle.

Given the above, we can give the author's interpretation of the category "enterprise economic security". This is the state of protection of its vital interests, both from internal and external threats, i.e. protection of the integrity of its structure, human and intellectual potential, information, property, technology, capital and profits, provided by a system of special legal, economic, organizational, informational -technical, social and other nature.

Currently, the issues of comprehensive, systematic assessment of the development of economic entities operating at different levels are becoming particularly relevant. The importance of scientific understanding of economic development, identifying practical ways to improve the processes taking place in the world economy, national economy, industries, corporate associations and individual enterprises, necessitates the formation of a system of strategic planning and sustainable development management.

Thus, the enterprise economic security is characterized by many of its types and approaches to determining the volume in order to form a comprehensive definition of economic security, it is necessary to systematize the approaches studied above. And therefore, we use the classification features proposed by Blank I.A. [3]:

- level of economic activity;
- functional type of economic activity;
- the nature of the threat to economic interests;
- a source of threats to economic interests;
- the nature of the mechanisms of protection of economic interests;
- orientation of mechanisms for protection of economic interests;
- time period;
- degree of management;
- the level of protection of economic interests;
- stability of parameters that protect economic interests;
- legitimacy of methods of protection of economic interests.

Let's consider in more detail some types of economic security of the enterprise according to the given classification on the basic signs.

1. The level of economic activity can be called the following types of economic security:

- economic security of the enterprise as a whole. This is the most aggregate type of economic security, which integrates all methods of protecting economic interests from various threats to the enterprise as a whole;

- economic security of individual structural units (centers of responsibility) of the enterprise. Such differentiation of economic security defines its type as an independent object of management in the system of organizational and economic construction of the enterprise;

- economic security of certain business operations of the enterprise. In the general system of enterprise economic security such its kind is considered as primary object of independent management.

2. According to the functional type of economic activity, economic security is divided into:

- economic security of current activities. It characterizes the system of methods of protection of the enterprise interests from threats in the field of production and sale of products, works and (or) provision of services;

- economic security of investment activities. The system of this type of enterprise economic security is associated with the use of protection mechanisms against threats in the field of real and financial investment;

- economic security of the financial component of the activity. This type of enterprise economic security is associated with ensuring the protection of its interests from the threat of loss of controlling stakes, reducing their market value, increasing credit risks, irrational introduction of advanced financial technologies, etc.;

- economic security of enterprise other activities. These types of enterprise economic security can be formed to protect economic information, protect assets from abuse and theft, use of insurance products and more.

3. According to the nature of the threat to economic interests, the following types of enterprise economic security are identified:

- economic security, focused on neutralizing real threats. Such a system of economic security is built as a response to real threats to the enterprise economic interests and is characterized by the urgency of response measures;

- enterprise economic security, focused on preventing potential threats. This type of economic security is aimed at protecting the enterprise economic interests from identified possible threats in the future and is usually preventive in nature;

4. The source of threats to economic interests include the following types of enterprise economic security:

- enterprise economic security, focused on protecting the enterprise from external threats (external economic security). This type of economic security characterizes the system of protection of economic interests from adverse macroeconomic factors, destructive behavior of partners or competitors;

- enterprise economic security, focused on protecting the enterprise from internal threats (internal economic security).

The system of this type of economic security is built to protect the enterprise economic interests from threats generated by factors of the internal economic environment of its operation;

5. The following types of enterprise economic security differ in the nature of mechanisms of protection of economic interests:

- enterprise economic security, provided by internal protection mechanisms. Mechanisms of such protection are formed within the enterprise (for example, limiting the volume of high-risk economic transactions, the formation of special-purpose insurance funds, etc.);

- enterprise economic security, provided by external protection mechanisms. The system of such mechanisms may include external insurance of economic risks, measures to adapt to negative foreign economic factors.

6. According to the direction of mechanisms to protect economic interests, economic security is divided into two types:

- enterprise economic security, which limits the destructive influence of certain

factors on the enterprise economic interests. The basis of the system of economic security of this type of enterprise is a set of measures to avoid certain types of threats or reduce the likelihood of their implementation;

- enterprise economic security, which provides compensation for losses that pose a threat to the enterprise economic interests. The basis of this type of economic security system of the enterprise is a set of measures to minimize or compensate for the amount of economic damage during the implementation of identified threats.

7. According to the temporary period, there are also two types of enterprise economic security:

- economic security, which provides protection of the enterprise in the current period (tactical economic security). This type of economic security protects the enterprise economic interests from the threat of short-term action on certain economic transactions completed within one year;

- economic security, which provides protection of the enterprise in the strategic (long-term) period (strategic economic security). This type of economic security includes a set of measures to protect the enterprise economic interests from threats in the long run.

8. According to the level of parameters management that protect economic interests, economic security is divided into two types:

- economic security managed by the enterprise. This type of economic security is characterized by the ability to scan external and internal threats to economic interests and develop a set of measures to protect the enterprise from them;

- economic security that is not managed by the enterprise. This type of economic security is characterized by the inability to scan external and internal threats to economic interests and the inability of the enterprise to protect against them. Examples of uncontrolled economic security of enterprises are natural anomalies, infectious diseases, inflation, raids, and so on.

9. According to the level of protection of economic interests, the following types of economic security of the enterprise were identified:

- high economic security of the enterprise. This type of economic security characterizes the result of aggressive policy of its formation;

- moderate (normal) economic security of the enterprise. This level of economic security parameters, as a rule, reflects the results of a moderate policy of its formation;

- low (insufficient) economic security of the enterprise. This type of economic security characterizes the level of its parameters during the implementation of conservative formation policy;

- economic danger or lack of economic security is characteristic of the enterprise, when the looming threats and their number do not allow to develop measures to overcome it from this state. The enterprise in this case, as a rule, self-liquidates.

10. According to the stability of the parameters that ensure the protection of economic interests, economic security is divided into two types:

- stable economic security of the enterprise, characterized by a low level of

fluctuations in the values of its main parameters;

- unstable economic security of the enterprise, characterized by a high level of fluctuations in the dynamics of the values of its main parameters.

11. According to the legitimacy of methods of protection of economic interests, the following types of economic security are distinguished [6]:

- economic security provided by legitimate methods. It is characterized by a system of methods of protection of economic interests of the enterprise, which fully comply with current legal norms in the country;

- economic security provided by illegitimate methods. It is characterized by a system of methods to protect the economic interests of the enterprise from threats that contradict current legal norms.

Thus, the enterprise economic security is a state of protection of a functioning enterprise (divisions, business operations), in which the mechanism of protection against real and potential external and internal threats, as a set of interdependent structural elements, ensuring its permanent sustainable development and long-term goals.

In contrast to economic security, strategic economic security, in our opinion, aims to ensure long-term permanent sustainable development of the enterprise contrary to the cyclical laws of its operation by implementing an effective mechanism to protect against real and potential threats as a set of interconnected structural elements.

Currently, the issues of comprehensive, systematic assessment of enterprise development, operating at different levels, are becoming particularly relevant. The importance of scientific understanding of economic development, identifying practical ways to improve the processes taking place in the world economy, national economy, industries, corporate associations and individual enterprises, necessitates the formation of a system of strategic planning and sustainable development management.

The result, which formalizes the process of functioning of the strategic management system, is the development of various strategies, each of which includes such an important component as ensuring the economic security of the object of management.

The strategy of ensuring the enterprise economic security is directly related to the strategy of its sustainable development. Within a strategic management system, the hierarchy of strategies may look like this. The main strategy is the strategy of enterprise development. Since the most important goal of the development strategy is to generate income from operations, maintaining a highly competitive status in the external environment throughout the life cycle, the main component of the strategy is the strategy of sustainable development of the enterprise [7].

The main function of the strategy of sustainable development is to preserve and maintain the essential properties of the enterprise. That is, the ability to create and maintain a systemic effect, while achieving a competitive oligopolistic level of income and profits, throughout the period of existence of the enterprise and in all phases of the cycle of the external market environment. This definition contains two

key provisions: first, sustainable development is maintained throughout the existence of the enterprise, and secondly, sustainable development of the enterprise is maintained not only during periods of economic activity of the environment, but also during periods of decline.

The close connection between the strategy of sustainable development and the strategy of economic security is due to the fact that the economic security strategy is implemented in several areas: identification and identification of types and sizes of threats, implementation of various measures to prevent and eliminate threats, and development of strategic action program and the organization in the structural units of the enterprise profitable activities that can maintain the competitive status of the enterprise in its market segments.

The main objectives of the enterprise economic security policy, in our opinion are: formation of a unified approach to understanding enterprise policy; creation of effective tools for combating fraud and corruption; development and implementation of consistent actions to prevent and deter violations, eliminate their causes and conditions; identification of real and potential threats of criminogenic nature for the enterprise stability and development; timely informing the company's management about the most important economic threats; creating a culture in the staff of the enterprise, based on the principles of legality, honesty, integrity and transparency in the performance of official duties.

Of course, ensuring economic security should be consistent and comparable with the development strategy, in particular, sustainable development, with a similar methodological and methodological basis.

The development of a strategy for ensuring the enterprise economic security on the basis of sustainable development includes several stages (blocks), which are carried out in parallel and sequentially:

Stage 1 (block). Creating a center of enterprise strategic management and economic security.

Stage 2 (block). Conducting a strategic analysis of the enterprise external environment and the potential.

Stage 3 (block). Development of goal setting procedure.

Stage 4 (block). Carrying out the stage of strategic choice of development directions that ensure the enterprise economic security.

Stage 5 (block). Development of functional strategies of structural units of the enterprise responsible for economic security.

Stage 6 (block). Development of product programs that ensure profitability and economic security.

Based on the algorithm of forming the strategy of I. Ansoff [1] it is possible to formulate the author's definition of the concept and content of the strategy of enterprise economic security - the strategy of enterprise economic security is a system of strategic planning and management, in which the company on the basis of comprehensive analysis of external and internal environment, adjusting its goals and objectives, determines the main directions of diversification and integration of production and economic activities. strategies and product programs, focusing on

threat prevention and sustainable development of the enterprise throughout the implementation of the strategy.

At the first stage, the center of enterprise strategic management and economic security has been created. This is the most important stage in the strategy formation, as the responsibility for its implementation rests with a single management center, which operates in a multilevel space system, including market environment, strategic planning processes, and coordination and linking goals and objectives spaces.

The basis of the market mechanism of commodity-money relations is the price, so the most important task of the center of strategic management is to develop a pricing policy that reflects the economic interests of both the enterprise as a whole and its individual structural units. The second task of the center is to create a realistic, but strategically designed management system to achieve common goals of the corporation, taking into account current and potential constraints, which does not threaten the enterprise sustainable development and economic security [11].

The third task of the center is to optimize the system of goals, objectives and actions of structural units, which is the fundamental basis for achieving corporate (systemic) over-effect of activities.

Stages from the second to the sixth are developed according to the conceptual approach offered by I. Ansoff at formation of the universal scheme of stages of enterprises development realization [1].

The second stage - the goal-setting stage includes the development of the mission and system of strategic goals of the enterprise. The company's mission has two main functions: first, it reflects the philosophy and characteristics of strategic sustainability, its strengths and attractiveness to all categories of staff. Secondly, the company's mission reflects the attractiveness of its activities to all stakeholders in the external environment.

The system of strategic goals as important components contains targets (in quantitative and qualitative terms) and organizational and economic indicators of sustainable development and levels of enterprise economic security.

The third stage contains a description of the procedure and results of strategic analysis of the enterprise external environment and the potential. At this stage, in terms of assessing the level of enterprise economic security, the most effective is the use of methods of SWOT-analysis and PESTLE - analysis. SWOT-analysis allows you to identify opportunities and threats to the company from the external environment, as well as the strengths and weaknesses of the internal environment.

Currently, there is an opinion that a promising area of strategic analysis is the synthesis of SWOT and PESTLE methods. The result of this synthesis is the ability to identify external threats to the corporation, clarify their types, quantify, scale of threats, degree and time of impact on corporate structure, scientific, technological and organizational potential.

The value of the stage of strategic analysis for the strategy of economic security is that its results identify real and potential opportunities for direct impact of external threats on the weaknesses of the corporation, which must be prevented by applying measures of economic security strategy [8].

At the fourth stage the strategic choice of directions of enterprise development which will provide economic safety is carried out. Given that the basis of economic security of the enterprise is its sustainable development, the most promising strategic choice of areas of enterprise development will be the use of diversification and integration strategies. The strategy of diversification in related and unrelated industries allows the company to increase market share, expand the range of products and establish additional sales channels.

The fifth stage of developing a strategy for enterprise economic security is one of the most important and labor-intensive stage, in which all structural units that are part of the enterprise and specialize in performing certain functions, form their own functional strategies. In the process of developing a functional strategy, a mandatory requirement must be met, according to which none of the functional strategies of the structural unit should contradict the basic strategy of the whole enterprise, which is implemented in this period of time. Thus, the general management of the enterprise and the heads of structural units should work with the "general vector of goals" [1].

The Finance Department develops a functional strategy for economic security, closely related to marketing strategy, social and production strategy. It contains the characteristics of the "order portfolio", the structure and size of sales, determined on the basis of marketing research, levels of financial stability and solvency of the corporation, the actual and allowable amount of accounts payable and receivable, the level of own sources of working capital. The strategy contains a financial assessment of return on assets, capital intensity and profitability of production. The strategy includes financial diagnostics that accompanies the process of enterprise production and economic activities, revealing deviations of actual values, characteristics and indicators of planned characteristics and indicators contained in the strategy of sustainable development, development of measures to prevent and eliminate threats to economic security.

In modern conditions for the enterprise management becomes important staffing and social responsibility. Staff training opportunities help companies to develop effectively and achieve high results [11]. The proposed areas of economic security policy strategy increase the competitiveness and efficiency of enterprise development.

The structural subdivision of the enterprise dealing with personnel develops a functional strategy of social development. The personnel component is the basis of the company's potential. The cohesion of staff, their interest in achieving effective results of the enterprise depends on the presence of pronounced motives for work [2].

The strategy of social development should be based on a scientifically sound methodological approach to determining the leading motive of labor activity of enterprise personnel. In this regard, the most appropriate is the methodological approach, which proposes to classify the leading motives for work in three types: the desire for monetary reward; adapting the goals of the enterprise to their goals; identification of their goals with the goals of the enterprise [8]. The effective operation of the enterprise can be achieved if all categories of staff identify their motivations and goals of work with the goals of the enterprise. In this case, on the

one hand, the remuneration for the work of different categories of staff is directly dependent on increasing the synergy defect, and on the other - the company's staff is directly interested in ensuring sustainable development and economic security as a prerequisite for synergies.

Private indicators that characterize the level of implementation of the social development strategy are indicators of working day losses and the level of wages by category of staff. Comparison of the values of these indicators, with similar average values of the production sector, allows to identify the level of enterprise economic and social security. Characteristics of the structure of human resources determines the possibilities of enterprise sustainable development in the strategic perspective.

The production strategy and the research strategy (R&D) are closely related to the strategy of ensuring economic security. Orienting the company in the direction of sustainable development, these strategies regulate the nature of production dynamics taking into account cyclical changes in demand / technology, levels of capacity utilization and rhythm of the production process, equipment structure. The strategy contains an assessment of the required level of product competitiveness and justification of the relationship between competitiveness and the pace of renewal of fixed assets, the required amount of R&D.

The functional strategy of the security service of the enterprise manages the two main areas of its activities, reflecting the functional purpose of the service. According to the first direction, the security service implements the function of constant control and direct elimination of external and internal threats of the enterprise. The security strategy in accordance with the first direction solves the following tasks:

- provides protection of trade secrets and confidential information;
- provides security and protection of buildings;
- provides physical security of personnel;
- maintains technical and fire safety;
- provides economic security [5].

According to the second direction, the functional purpose of the security service, reflected in the strategy in the form of a subsystem of procedures, monitoring and response measures, is to identify potential threats, assess their nature, volume of threats and propose measures to eliminate them safely developing the enterprise. The tasks reflected in the second component of the functional strategy are:

- conducting competitive intelligence;
- monitoring the security of economic and contractual activities;
- conducting information and analytical work;
- implementation of expert inspections of the mechanism of the economic security system [5].

The results of the work of the security service in the second direction of the functional security strategy are designed as a system of calculation and analytical materials. The strategic task of the security service is to implement measures to minimize the total loss from the threat and develop proposals for "clearing" the space of production and economic activities of the enterprise to organize new types of

profitable production and support sustainable development.

The estimated part of the analytical materials contains an estimate of the number of losses from the threat, the duration of the period of impact of the threat on the enterprise, the amount of costs required to eliminate the threat and calculate the period of time to eliminate the threat.

The applied nature of this area of functional strategy of the security service is to develop recommendations for economic security and sustainable development in relation to the specific conditions of the enterprise external and internal environment.

At the sixth stage, product programs are developed. Product programs include plans to update products by range and range. The purpose of developing new product programs is to ensure profitability and economic security of production. Organizational and managerial measures to create new production programs of the enterprise provide for the transition to a new production strategy, ahead of industry competitors and increase their share of production.

The formation of the company's strategy should be based on the creation of certain operating conditions that help maximize profits and ensure the growth and payment of dividends to owners. The proposed concept of economic security policy strategy in enterprise management should include five main areas: development of production, improvement of machinery and technology; reduction of production costs; improvement of the social and personnel sphere; improving product quality; ensuring environmental safety of production.

The developed concept of enterprise economic security policy provides a comprehensive security system that includes security objects and subjects, methods of analysis and management of risks and threats to economic security and security strategy. The rational part of the proposed concept is to determine the range of goals and objectives, functions, principles of policy and security strategy of the enterprise, which allow to clearly identify the place of economic security in the enterprise management.

The implementation of the strategy of economic security policy will identify the negative aspects of economic security, quickly regulate the volume and structure of costs, as well as effectively influence the overall financial condition of the enterprise and forecast its sustainable growth. This will ultimately have a positive effect on the activities of the company itself and will affect the recovery of our economy as a whole.

The strategy of economic security policy in enterprise management is a set and interaction of important measures, as well as a system of measures and methods that determine the enterprise security both now and in the future.

The proposed strategy of economic security policy of the enterprise should include: determining the interests of enterprise development; substantiation of the most probable external and internal threats to the economic security of the enterprise, as the relationship of conditions and factors that determine the danger to ensure the economic interests of the enterprise; identification and monitoring of factors that determine the enterprise development and stability; formation of enterprise economic policy and the necessary mechanisms that reduce the impact of factors that

destabilize it; mission, purpose and specific objectives of the economic security policy of the enterprise; identification of criteria and levels of enterprise development that meet the requirements of economic security; methods and mechanism of formation of enterprise economic security policy.

The importance of using an integrated approach to economic security policy is to improve governance. The main task of economic security policy in management is the dynamic and sustainable growth of the enterprise. In our opinion, the concentration of resources (capital, innovation, personnel, investments, information, technology) is an important way to develop the management of economic security of the enterprise; effective planning of financial and economic activities; continuous monitoring of the state of economic security [3].

Therefore, for the formation of economic security policy of the enterprise, in our opinion, it is necessary: to ensure the security of personnel, material, financial and information resources from possible risks and threats by available methods; comprehensive monitoring of the market sector in which the company operates, political, economic, factors in the country, region, city that may affect its activities; setting comprehensive security objectives at the stage of security policy development based on threat analysis and forecasting; protection of the enterprise interests; involvement in the development of protectional means of specialized organizations, most prepared for security activities; development of measures to ensure economic security on the basis of clear interaction of interested departments and services of the enterprise.

The operation of the enterprise under the influence of internal and external threats, exacerbated by competition involves the implementation of a set of processes for managing economic security. Among such important processes we can highlight [13]:

- empirical analysis of factors and threats to economic security;
- assessment of their possible impact on the state of economic security;
- monitoring and control of economic security indicators;
- determination of the limits of permissible values of potential damage through the implementation of threats;
- implementation of measures to reduce the impact of such threats on the economic security of the enterprise.

For the highest protection of the enterprise from instability and achievement of adaptability to economic conditions it is necessary to adhere to all enterprise functional components.

Depending on the considered functional component, the methods used in the process of ensuring economic security may change. The tasks of economic security management for functional components will also differ, for example:

- achieving enterprise financial efficiency and independence;
- ensuring high competitiveness of products;
- optimization of management processes and enterprise structure;
- maintenance of human resources;
- protection of the spheres of enterprise activity in the legal sphere;

- creating an accessible IT environment of the enterprise and its protection;
- leveling the impact of production processes on the external environment.

One of the important processes of economic security management of the enterprise is the assessment of its current state. Economic security assessment means a sequence of such actions: identification of significant factors (qualitative analysis), their numerical interpretation (quantitative analysis), assessment of the impact of each factor and assessment of the complex impact of factors on the economic security of the enterprise.

Improving the current state of economic security to sustainable requires the introduction or expansion of a set of organizational, managerial, economic measures invested in the preventive protection of internal and external interests of the enterprise. This set of measures is called the system of economic security, which is implemented in several stages [1]:

- formulation of the purpose and principles of enterprise management;
- qualitative assessment of the development potential of the enterprise, strengths and weaknesses, analysis of external and internal business environment;
- identification, qualitative and quantitative analysis of security threats, identification of factors of successful operation;
- formation of a strategy to ensure economic security;
- assessment of the significance of potential security threats;
- assessment of the state of enterprise economic security;
- forecasting the impact of threats with their possible escalation;
- development of preventive protection measures (in the presence of potential threats), implementation of reactive protection measures (under the active influence of threats);
- making management decisions taking into account existing and projected security threats.

The system of enterprise economic security should be characterized by adaptability to current operating conditions, a wide range of tools used, continuous improvement of the quality of economic indicators analysis. There are several functions that the economic security system should perform, among them:

- protective function (prevention or reduction of the force of internal or external threats due to accumulated resources);
- regulatory function (providing regulatory impact on the potential environment of threats);
- preventive function (anticipation of threats and the strength of their possible manifestation, mobilization of resources to deter emerging threats);
- compensatory function (prevention of existing threats, leveling the consequences of their impact, compensation for losses);
- innovation function (use of modern methods, specially developed and adapted to the specifics of the enterprise with the use of innovative tools).

Based on the algorithm of strategy formation, the author's definition of the concept of "strategy of economic security of the enterprise" is formulated, according to which the strategy of enterprise economic security is a system of strategic planning

and management, determines the main directions of diversification and integration of production and economic activities, about which structural units develop their functional strategies and product programs, focusing on threat prevention and sustainable enterprise development throughout the strategy implementation.

We present a classification of factors of economic security of the enterprise, which are grouped into four groups on the following grounds: positive and negative by mode of influence; internal and external to the environment; direct and indirect by the nature of the impact; objective and subjective in the degree of conditionality.

External factors are divided into indirect and direct. Unlike indirect factors, direct factors have an immediate impact on the level of economic security. Direct external factors include resource provision, availability of infrastructure, competitive environment (competition policy, level of use of scientific and technological progress, manifestation of monopoly tendencies, etc.), consumers (changes in needs, demand, level of effective demand, etc.), suppliers and partners (contractual obligations, prices for goods supplied, their quality, etc.).

Indirect external factors are represented by political, economic, legal, scientific and technical, international, environmental, socio-cultural, demographic, climatic, geographical factors. Indicators within these factors vary depending on the company, however, among the general indicators of economic factors can be noted the level of inflation, solvency of the population, investment resources, the national currency. Among the indicators of legal factors - problems with legislation, stability of the tax system and regulatory legislation, currency regulation, customs policy, the availability of benefits for investors, environmental regulation. Indicators of political factors include changes in financial policy, corruption, criminalization, state support for enterprises, stimulating domestic demand. Also, in accordance with the classification, there are factors that affect the level of economic stability as a result of processes whose development is consistent - objective factors. If the factors arose as a result of purposeful and conscious actions of a group of people in accordance with their interests, such factors are subjective [2].

The mechanism that drives this process plays a special role in the system of ensuring the enterprise strategic and economic security. Under the organizational and economic mechanism of enterprise management we understand the interdependent set:

- forms and methods of economic management with motivation of incentive systems;
- forms and methods of tactical and operational management;
- tools and methods of forming a system of control parameters with elements of self-organization;
- systems of reasonable restrictions of financial and administrative nature;
- information systems for the formation of legal and regulatory framework for management decisions.

As a management system, which is a set of economic, motivational, organizational and political and legal ways of interaction of economic entities and influence on their activities, ensuring the coordination of interests of interacting

parties, objects and subjects of management, defines a comprehensive organizational and economic mechanism of the enterprise operation [4].

According to Moskalenko V.P. and Shipunova O. V., the mechanism (system) of economic security and its leading component - economic security, includes the means, methods and measures used, the set of which is able to protect structural units, preserve and effectively use financial, material and information resources [11]. Kalashnikova T. considers that the security mechanism (any) includes a set of goals, functions, principles and methods, the interaction of which ensures the effective functioning of the security system [7]. We can agree with the authors that the mechanism of enterprise economic security should include such basic components as: subjects, objects, subject, tools, methods, functions and principles. The opinion of the authors Filyppova, S.V., Dashkovskyy, O.S. is correct [6] and Vasylchyk S.V., Protsykevych N.V. [18], that the mechanism of financial security management as the main component of economic security means the unity of the management process and management system.

The opinion of scientists is quite fair, but it should be noted that in addition to organizing the use of tools and control, it is necessary to add such important elements as planning, analysis and management. Antonova O.V. proposed a substantial justification that the mechanism of economic security management means a set of basic elements of influence (components) on the development and implementation of management decisions to protect the enterprise priority balanced economic interests from real and potential external and internal threats, the parameters of which create prerequisites, preservation and growth of market value of the enterprise [2].

The mechanism of enterprise economic security management in the study of Antonova O.V. contains a set of interests of the enterprise and threats, functions, principles and methods of management, organizational structure and culture, methods and means of management, criteria for assessing the level of economic security [2]. Vasylchyk S.V., Protsykevych N.V. to this mechanism adds management staff, management equipment and technology, financial instruments [18], but does not mention threats, culture, methods and tools of management. Mechanism of enterprise economic security management, substantiated in detail by Blank I.O., who divides it into: system of state regulatory and legal regulation of enterprise financial security, market mechanism of enterprise economic security, internal mechanism of enterprise security management, management methods, management tools [3].

Having studied the nature of the enterprise organizational and economic mechanism and taking into account current trends of its modification, in order to ensure enterprise permanent sustainable development in the long run should form a mechanism for economic security.

Thus, the mechanism of enterprise economic security should be understood as a holistic system consisting of separate, independent, and interconnected and interacting structural elements of protection against real and potential external and internal threats, which ensures enterprise permanent sustainable development and achieving set goals in the long run. Development of the enterprise mechanism of economic security, we will make on the basis of scientific approaches and principles

with use of basic and applied theories.

In addition, it is necessary to choose specific tools of the mechanism depending on the enterprise conditions, the stage of development of its financial and economic activities and the achieved level of economic security. As a result, the mechanism for ensuring the enterprise economic security, in our opinion, should contain the following blocks:

- information support of the process of assessing threats to the enterprise economic security;
- assessment of the level of development of key determinants, and on their basis to assess the level of enterprise economic security;
- making decisions to maintain or increase the achieved level of enterprise economic security, taking into account the identified strategic prospects;
- implementation of tools to adjust the strategy in order to increase the level of development of the underdeveloped determinant of enterprise economic security or their combination;
- evaluation of achieved results.

In general, the mechanism for ensuring the enterprise strategic economic security should be in the form of a continuously functioning system. In our opinion, the introduction of such a mechanism in the enterprise together with the existing organizational and economic mechanism will adjust the elements of the basic (organizational and economic) mechanism and ensure a high level of its economic security.

In this case, the process of functioning of developing enterprise mechanism of economic security must be continuous, having received the results of the mechanism, it is necessary to return to the information component. This is due to the fact that the flow of information is continuous, so it must also be processed continuously.

Conclusions:

1. Systematic study of the concept of "economic security" and the processes of its provision includes the development of conceptual approaches to the definition of economic security. Taking into account the presented material in the study "enterprise economic security" is a state of protection of vital interests of the enterprise from internal and external threats, i.e. protection of the integrity of its structure, human and intellectual potential, information, property, technology, capital and profits. special legal, economic, organizational, informational, social and other nature.

2. It is noted that the enterprise economic security is characterized by many of its types and approaches to definition. In this, in order to form a comprehensive definition of strategic economic security systematized classification features: the level of economic activity; functional type of economic activity; the nature of the threat to economic interests; source of threats to economic interests; the nature of the mechanisms of protection of economic interests; orientation of mechanisms of protection of economic interests; time period; degree of management; the level of protection of economic interests; stability of parameters that ensure the protection of economic interests; legitimacy of methods of protection of economic interests.

3. It is noted that the strategy of economic security of the enterprise is a system of strategic planning and management, in which the company based on a comprehensive analysis of external and internal environment, adjusting its goals and objectives, determines the main directions of diversification and integration of production and economic activities about to structural departments develop their functional strategies and product programs, focusing on threat prevention and sustainable development of the enterprise throughout the strategy implementation.

4. It is noted that the mechanism of forming the strategy of enterprises economic security includes five blocks that are permanently implemented: information, assessment of the level of development of key determinants and the level of enterprise strategic economic security; making management decisions taking into account the identified strategic prospects for enterprise development; development and implementation of various tools to adjust the strategy of the enterprise in order to increase its level of development; evaluation of achieved results.

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