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**Artemenko L.P.**

*Candidate of Economic Sciences, Associate Professor*  
ORCID ID: 0000-0002-8585-0252

**Mishchuk Y.S.**

ORCID ID 0000-0003-3489-7859

*National Technical University of Ukraine "Igor Sikorsky Kiev Polytechnic Institute"*

## **MANAGEMENT OF THE ENTERPRISE ECONOMIC SECURITY IN THE CONDITIONS OF EUROPEAN INTEGRATION**

### **УПРАВЛІННЯ ЕКОНОМІЧНОЮ БЕЗПЕКОЮ ПІДПРИЄМСТВА В УМОВАХ ЄВРОІНТЕГРАЦІЇ**

*У статті досліджуються проблеми управління економічною безпекою підприємства в умовах євроінтеграції. Мета дослідження полягає в удосконаленні теоретичних і методичних підходів до управління економічною безпекою підприємства в умовах євроінтеграції. Основними завданнями дослідження є: визначити проблеми управління, цілі, суб'єкти, об'єкти економічної безпеки підприємства, елементи СЕБП, головні показники результативності СЕБП, удосконалити комплексну оцінку СЕБП, що включає індикатори макро- (зміни в законодавстві, рівень макроекономічної нестабільності і ін.), мезо- (регіональна політика, ресурсна забезпеченість території і т. д.), мікрорівнів (забезпеченість трудовими ресурсами, якість трудового життя і т. д.), сформулювати стратегічні ризики та загрози, пріоритетні можливості підприємств від євроінтеграції. Теоретичне значення результатів дослідження розкривається в ідентифікації елементів СЕБП та розкритті їх змістовних характеристик. З метою оцінки економічної безпеки підприємства всі показники було розподілено за категоріями: фінансові показники; виробничо-збутові; показники інноваційної діяльності; соціальні індикатори. Визначено пріоритетні можливості підприємств від євроінтеграції, а саме: гармонізація вітчизняних і міжнародних стандартів виробництва та якості продукції, доступ до ринку ЄС, зниження цін на обладнання для проведення модернізації, зниження митних тарифів і безмитні квоти, можливість розширеного співробітництва із закордонними партнерами. Використано методи синтезу та абстрагування при обґрунтуванні проблем управління економічною безпекою підприємства та елементів СЕБП, аналізу та порівняння при визначенні сучасних тенденцій збиткових підприємств України, метод експертних досліджень та анкетування при формуванні стратегічних ризиків, загроз, пріоритетних можливостей підприємств від євроінтеграції.*

**Ключові слова:** економічна безпека підприємства, індикатори економічної безпеки, система економічної безпеки підприємства, євроінтеграція.

*The article deals with the issues of ensuring economic safety of an enterprise in the conditions of European integration. The purpose of the study is to improve the theoretical and methodological approaches to managing the economic security of enterprises in the context of European integration. The main objectives of the study are: to identify management problems, objectives, subjects, objects of economic security elements SEES, key performance indicators*

*SEES, improve SEES comprehensive assessment that includes indicators of macro- (changes in legislation, level of macroeconomic instability, etc.), meso- (regional policy, resource security of the territory, etc.), micro-levels (labour supply, quality of working life, etc.), to form strategic risks and threats, the priority opportunities of enterprises for European integration. The theoretical significance of the research results is revealed in the identification of the elements of the SEES and the disclosure of their content characteristics. In order to assess the economic security of the enterprise, all indicators were divided into categories: financial indicators; production and sales; indicators of innovation activity; social indicators. The priorities of enterprises for European integration are defined, namely: harmonization of domestic and international standards of production and quality of products, access to the EU market, reduction of prices for equipment for modernization, reduction of customs tariffs and duty-free quotas, possibility of expanded cooperation with foreign partners. Methods used in the synthesis of abstraction and management problems justifying enterprise and economic security elements SEES, analysis and comparison in determining current trends of unprofitable enterprises in Ukraine, method of expert studies and surveys in the formation of strategic risks, threats, opportunities business priorities of European integration.*

**Keywords:** economic security of the enterprise, indicators of economic security, system of the enterprise economic security, European integration.

**Introduction.** Modern economic development of Ukraine is accompanied by structural deformations of the economy and the transformation of potential challenges and threats in real. The functioning of enterprises is carried out in a dynamic market environment and the orientation towards European integration requires a comprehensive assessment of the factors affecting the work of the enterprise, prompting the development of a comprehensive system of management of the company's economic security at the enterprise. The problem of managing the economic security of an enterprise is relevant in the current trends of bankruptcy of domestic enterprises.

Economic Security Research devoted a lot of scientific works, including works Aref A., T. Vasylytsiva, A. Vasilyev, V. Glushkov, K. Goryachev, M. Yermoshenko S. Illyashenko A. Tkachenko. The term "eurointegration" is a linguistic abbreviation of the phrase "European integration", in which the concept of "integration", which is interdisciplinary, is the key. The term "integration" arose in the 20's of the twentieth century and was used to indicate the processes of combining various subjects.

**Setting objectives.** The purpose of the study is to improve the theoretical and methodological approaches to managing the economic security of enterprises in the context of European integration. The main tasks of the research are: to identify the problems of managing the economic safety of the enterprise, to identify the objectives, subjects, objects of economic security, elements of the SEES, the main indicators of the effectiveness of the SEES, to improve the comprehensive assessment of the SEES, including indicators of the macro-, meso- and microlevels to form strategic risks and threats, the priority opportunities of enterprises for European integration.

**Methodology.** Methodological basis of the conducted research was the methods of synthesis and abstraction in substantiating the problems of management of economic safety of the enterprise and elements of the economic security system, analysis and comparison in determining the current trends of unprofitable enterprises of Ukraine, the method of expert research and questioning in the formation of strategic risks, threats, priority opportunities of enterprises from Eurointegration .

**Research results.** In modern conditions, economic activity of economic entities is influenced by macroeconomic factors (state of law legislation, political and socio-economic situation in the country), and microeconomic (personnel, capital adequacy, management system), which exacerbates the problems of managing economic security enterprises [1]. Among the problems of managing the economic security of enterprises to be resolved, first of all, the following should be mentioned:

- incomplete certainty with a set of components of the economic security of the enterprise;
- the existence of significant difficulties in the formal description of the dynamic properties of the enterprise in order to ensure its economic security in connection with the actions of destabilizing factors;
- existing difficulties in determining the composition of the assessment criteria of the components of economic security, as well as their gradation for different levels of security;
- there are no generally accepted domestic methods for assessing the level of the components of economic security of an enterprise, since approaches that have been recognized in foreign practice cannot always be applied in the conditions of a transitory economy of Ukraine;
- lack of a methodology for the complex assessment of the level of economic security of an enterprise, taking into account all its components. This problem is quite significant, since the levels of different components are determined on different scales, which complicates their erection into a single complex indicator.

There are many factors that can negatively affect the ability of an enterprise to successfully carry out its activities. According to the State Statistics Committee of Ukraine: out of 100 enterprises registered as business entities, only about 15 continue their activities, others in the period up to five years are eliminated. According to the data presented in figure. Since 2010, the losses of Ukrainian enterprises have started to grow significantly. This situation was caused by the global financial crisis. Thus, in 2011, the total number of enterprises that are in bankruptcy proceedings has increased by 38% more than in the previous year, while the share of loss-making enterprises was 6.2%.

In January-September 2013, 42.6% of domestic enterprises worked at a loss. According to statistics, in 2014, the ratio of profitable and loss-making enterprises

was 58.6% and 41.4%. The number of unprofitable industrial enterprises of Ukraine in 2015 increased from 41.4% to 42.2% in comparison with the corresponding period of last year. Keeping such trends in the future will lead to the bankruptcy of many enterprises.

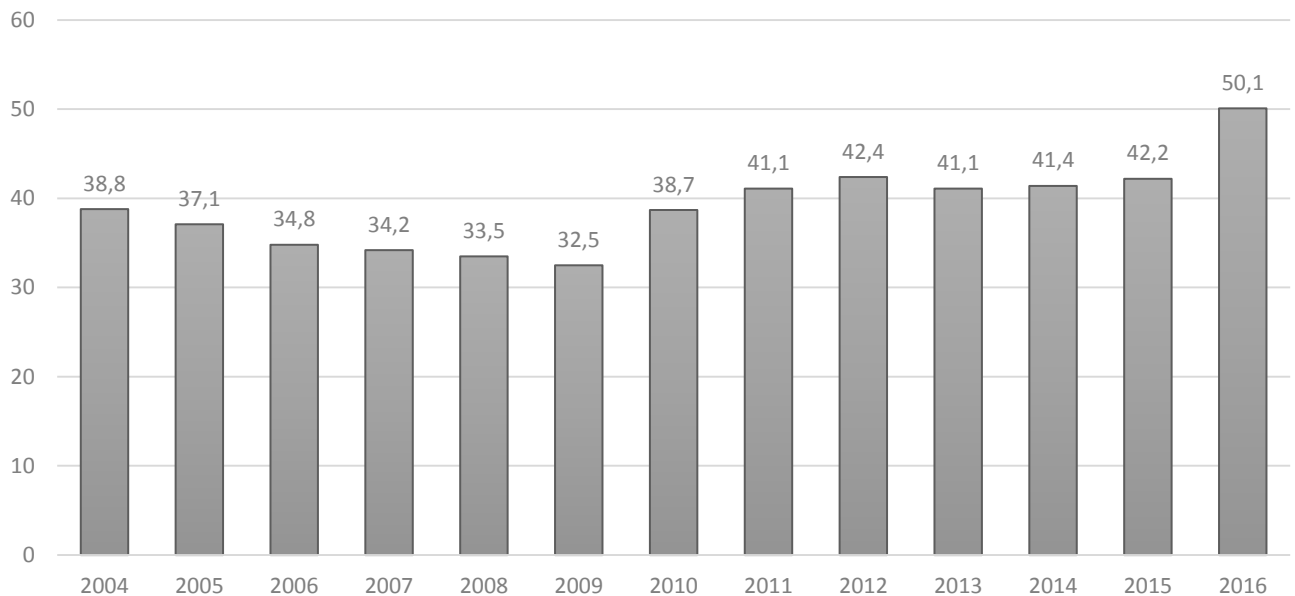


Figure - Share of unprofitable enterprises from the total number of enterprises of Ukraine for 2004-2016, % [2]

Therefore, an effective SEES involves developing certain, mutually agreed with the strategy of enterprise policy that is reasonable guidelines, which contributes to achieving the necessary level of security. To justify these guidelines, it is necessary to determine the totality of the goals of the organization. The achievement of certain goals is possible through the use of a certain set of tools (technical, organizational, informational, financial, legal and personnel) through the implementation of clearly directed actions.

Economic security of an enterprise is a state that provides the most efficient use of enterprise resources to ensure stable operation and development, in which it is able to maximize its value at an acceptable level of risk. The objective of managing the company's economic security is to effectively protect the vital economic interests of a particular security object from threats of external and internal character.

The most important goals of economic security of the company include the provision of operational efficiency, financial stability and independence of the enterprise. In scientific practice, the main tasks to be addressed by an enterprise's economic security management system are: the development of tools and effective mechanisms for reducing the impact of threats and supporting sustainable development of the enterprise; forecasting and monitoring of possible critical

threats to the enterprise's economic security; improvement of the mechanism of ensuring economic security; assessment of risks and threats using modern quantitative and qualitative methods.

The objects of the SEES include: the direction of the main activities of the entity (supply, management, commercial, industrial); property and resources owned by the enterprise (material, technical, financial, intellectual, information); personnel, structural divisions, services. The main subjects of the SEES are officials, services and units involved in security provision.

Given the complexity and complexity of the content of this category, it should be considered as an interconnected system. Under the system of economic security of the enterprise (SEES) is understood the organized set of special bodies, services, means, methods and measures that provide protection of vital interests of the enterprise from internal and external threats. The main components of economic security are: the object and subject of economic security, the purpose of economic security, the task of economic security and the mechanism for ensuring economic security [3].

Consistent refinement of the content and nature of categories and concepts that are part SEES (table) to determine that danger - is causing damage to the company, which is close to the possibility of implementation; risks - high probability of occurrence of losses, deviation from the planned; threats - arise on the basis of the contradictions that are economic relations regarding the realization of the economic interests of the subjects; challenges - circumstances that shape future threats and opportunities depending on the timeliness of the reaction and the formation of the correct answer preparation [4].

Table - Elements of the SEES and their characteristics

Elements of the SEES	Nature of occurrence	Nature of occurrence	Reversibility of losses	Transition time
Challenge	Positive or negative impact	L	VH	
Threat	Intention, negative influence	A Predicted Unpredictable Going to risk Do not go into risks	H Predicted A Unpredictable	L
Risk	Probability, deviation	H In Transit in Danger Do not go into danger	A	L
Danger	Action	VH Renewable damage Non-repayable losses	L	HL

HL - very low L - low, A - average, H - high, HV - very high.

The basis for raising the level of economic security of economic entities is the formation and development of a modern SEES, the specific principles of which are complexity, adaptability, flexibility, stability, efficiency, reliability and self-organization [5]. The system of measures should be aimed at achieving (maintaining) an appropriate level of economic security: ensuring optimal combination of resources and available opportunities of the enterprise, detection and neutralization of threats, compensation of damages and reproduction of protected objects in case of realization of hazards [6]. The effectiveness of the SEES is determined by the main indicators of its activities: the stability of functioning; proper level of competitiveness; increase in the wealth of owners (shareholders); Sustainable innovation development of the enterprise; harmonization of socio-economic interests.

In order to have a comprehensive assessment of the SEES, it is necessary to use a modern system of indicators. Indicators of economic security are indicators that characterize the state of the factors of economic security of the enterprise [7]. Indicators include a system of indicators: the macro level that characterizes the state of the environment (changes in legislation, the level of macroeconomic instability), mesoregion (regional policy, resource security of the territory) and the micro level (labor supply, the quality of working life). Political, ecological, economic, social, techno-technological and legal factors were identified as the main tendencies of the impact on the operation of the company at the macro level [9]. Mileage of the system of economic security can be investigated both in branch and in the territorial aspect. In the sectoral aspect, as a factor contributing to the threat, the characteristics of the sphere of the functioning of the business structure are considered. The mist from the position of the territory assumes the characterization of a particular region as a threat.

In order to assess the economic security of the enterprise at the micro level, all indicators can be divided into categories: financial indicators; production and sales; indicators of innovation activity; social indicators. An integral assessment of economic security taking into account risks and threats at all levels will identify those security objects that require the development of a mechanism and instruments for increasing economic security.

Eurointegration conditions oblige to implement effective management of economic safety of the enterprise. That is why it is important to create the following subsystems of economic security in order to reduce the threats to enterprises and also to effectively manage economic security:

- analytical subsystem, that is, having at its disposal specialists, tools and methods for diagnosing the internal and external environment of the organization;
- subsystem of planning and forecasting, which allows to determine the goals and objects of management of the organization;

- an effective executive subsystem (for carrying out control activities), which allows to quickly and accurately implement a managerial influence;
- information subsystem, which includes financial and managerial accounting. Allows you to at any time provide management of up-to-date, complete and accurate information about the state of the managed object and the environment, as well as trends in their future changes;
- subsystem feedback (making managerial decisions in the middle of the organization) to assess the result of the control effect on the state of the object of management and making corrections in the event of a deviation of the achieved state of the system from its desired state beyond the range of acceptable deviations.

On the basis of the expert research (2016) of industrial enterprises and service enterprises, the following risks and threats from European integration were identified. For the investigated companies, the main threat is military actions, political instability in the country, increased competition in the domestic market, costs for the transition to international standards, loss of markets in the Russian Federation. Features of industrial enterprises include: the need for modernization of equipment, increased costs for compliance with environmental policy, a large number of documents, costs and time for export, additional costs for compliance with safety.

The priorities of the enterprises for European integration are defined, namely: harmonization of domestic and international standards of production and quality of products, access to the EU market, lower prices for equipment for modernization, reduction of customs tariffs and duty-free quotas, the possibility of expanded cooperation with foreign partners [10]. Since the conditions of the European integration process of Ukraine took place at the interstate level, the same state has a significant influence and can give a significant impetus to enterprises in their development in this direction. Therefore, the process of managing the economic security of enterprises in the context of European integration should involve the involvement of both the owners (through the construction of the appropriate mechanism) and the state, since its role today is largely determinative for business.

**Conclusions.** Scientific novelty of the conducted research is in improving the complex assessment of the SEES, which includes indicators of the macro-, meso-, macrolevels of the enterprise. The theoretical significance of the research results is revealed in the identification of the elements of the SEES and the disclosure of their content characteristics. The practical value of the research results is to isolate strategic threats and priorities in the management of the SEES. The strategic orientation of business in the process of European integration should be aimed at studying and taking into account: EU legislation on export-import issues, market trends of EU countries, European standards and requirements for the production and sales of products, increasing the competitiveness of products.

The direction of further research on the management of the economic safety of the enterprise is the development of a methodical tool for assessing the level of economic security of an enterprise in the context of European integration. Research results can be used for companies with European orientation.

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