

Economic security system enterprises: structure and main functional directions of security

The concept of economic security is a hotly debated issue in the researches of modern foreign and Ukrainian scientists. The majority of them consider economic security as an integral aspect of national and military security of any country.

Economic security of the company or enterprise implies their sustainable, well-balanced and continuous development, which is achieved by utilizing all kinds of resources and business opportunities. This approach guarantees and facilitates the most effective use of the resources and coherent functioning of an enterprise, providing basis for dynamic scientific, technical and social development, and protects enterprises from internal and external negative influences (threats) [3; 4].

The goal of the economic security of an enterprise is to ensure such a state of enterprise functioning, which can promote achieving a positive economic effect by obtaining profits and meeting the needs of consumers. The system of economic security determines the state of functioning and development of the business entity as a whole, and each of its units/subdivisions, in particular.

The system of ensuring economic security of the business entity (enterprise) includes a set of administrative, economic and legal measures, introduced by the company management to protect the financial interests of the organization from actual or potential threats that might lead to the loss of basic resources.

In the focus of attention are the threats to economic security, namely, those conditions and factors which, either due to the objective or subjective factors, can negatively affect the state of economic security of the enterprise.

The terms "danger" and "threat" are often used in the same context indiscriminately, complementing meanings of each other. But there exists certain slight difference between them. The threat is an extreme measure of danger (immediate danger), and danger is a possible (potential) threat, the scope of which is limited. What is common in the content of the concepts "threat" and "danger" is the ability to cause some harm to the security, in our case security of an enterprise.

Accordingly, the threat to the economic security of a company can be defined as destabilizing effect of the environmental factors and/or subjective ones, related to the unfair competition or violation of laws, norms and regulations that may cause potential or actual losses to the organization.

There are two ways to ensure the company's economic/business security:

a) pro-active activities – elimination of the causes of security breaches, i.e the development and implementation of a set of measures aimed at reducing and preventing losses for the enterprise and the workers, identifying the causes of violations of the security regime and verifying adherence to the enterprise security requirements;

b) reactive activities – implementation of measures aimed at eliminating the consequences of security breaches.

To ensure the effective functioning of the economic security system the following principles should be observed [5]:

1. Consistency, according to which, when it concerns enterprise economic security, there can not be division into "important" or "insignificant" items for the organization.

2. Reasonableness. The limited resources of protection, like all other economic resources, require a profound scientific and technical substantiation of decisions regarding the provision of economic security.

3. Sufficiency. It is necessary to apply only those means and methods of economic protection which are sufficient enough to withstand the danger without attracting extra funds. Every time, when the problem of protection against the immediate threat is to be solved, the business entity chooses a model of behavior regarding the danger within the limits of coercion, counteraction, deterrence and reconciliation. The choice of a particular model is determined by the level of the danger in every particular case.

4. Flexibility. This principle concerns the ability of the subject of economic activity to be flexible and change quickly the model of security, depending on the nature of the danger and its deployment.

5. Timeliness. An enterprise must have at its disposal well-developed models of security protection which correspond to the level of danger deployment and utilize them opportunely alongside with monitoring the specificity of danger or threat level.

6. The desire for protection. Certain economic entities not always want to protect their economic

objects. First of all, this situation is typical for criminal elements in the enterprise management structures, who regard the company as their own "purse." It occurs as the result of interest conflicts between the business owners and the managerial staff.

7. Ability to protect company's security. The desire/will to defend must be supplemented with the necessary tools that facilitate the implementation of security plans.

8. Lawfulness (legality) of the activities.

Another important issue to be revealed in the study concerns the objects of economic security of the enterprise. We lay emphasis on the following objects, having determined them as the major ones:

a) various aspects of the enterprise activities (manufacturing, commercial, supplying, management, etc.);

b) property and resources of the enterprise (financial, logistical, informational, intellectual);

c) personnel of the enterprise, shareholders, various structural divisions, services, etc.

Regarding the subjects of the economic security of an enterprise, they are the individuals, departments and services, engaged directly into the security plan implementation.

The main functional elements of ensuring economic security of the enterprise are labor, material, financial, intellectual and information resources. All of them are integrated in the enterprise security system and ensure its stable, sustainable development and effective functioning.

The economic security of the enterprise guarantees its productivity effectiveness, profitability of financial and economic activities and satisfies the needs and demands of consumers.

The analytical study of the issue under discussion allows to identify the main functional components of the enterprise economic security:

- the financial component, which is the responsibility of the financial and economic services of the company and which implies the most efficient use of corporate resources;

- the intellectual component involves maintenance and development of the intellectual potential of the company and is the responsibility of the Human Resources Department and the chief engineer personally;

- the personnel component ensures effective management of the enterprise staff;

- the technological component, responsibility of the technological service of the enterprise, supervises the technological discipline, improves the existing technologies and develops new, more effective ones;

- the legal component is managed by the legal and patent licensing service, which provides legal support for the enterprise, legal registration of contractual documents, judicial and arbitration proceedings, legal training of the staff, executes the control over the violations of the rules and norms of patent law;

- the information component provides effective information and analytical support for the economic activity of the enterprise, and implies fulfillment of certain functions by various departments of the enterprise, which all together characterize the process of creation and protection of the economic security information component;

- ecological component ensures compliance with current environmental regulations, minimizing losses caused by the environmental pollution;

- the power component is responsible for the physical security of the employees of the enterprise and preservation of company's property;

- the marketing component characterizes the degree of compliance of the internal enterprise development capabilities with the external ones, generated by the market environment; the functions of this component are performed also by the marketing service;

- the interface component characterizes the reliability of an enterprise interaction with business contractors, which is also a jurisdiction of the marketing service.

Speaking about the system of economic security, it should be noted that each component's orientation to obtaining the final positive result is an integrating factor of this system, which allows to reveal the compatibility and structure of the system elements.

In view of this, the system of economic security of an enterprise can be represented schematically as a combination of the following elements:

- the purpose (providing reliable protection of vital interests and fundamentals of the enterprise activity from internal and external threats, when the authorities of this enterprise independently determine the content and form of activity, necessary to ensure the production of goods and services in the formats that contribute to the effective functioning of the enterprise);

- tasks and goals: to maintain protection of trade secrets, protection of assets, financial viability, competitiveness, cost-effectiveness, the ability of the company to self-development and progress);

- interests of the enterprise (ability of the enterprise to operate in the advanced playback mode; sufficient welfare level of the owners, managers and personnel of the enterprise and the possibility of its increase; efficient use of any kind of resources; financial stability; growth of the enterprise competitiveness; scientific and technological development of the enterprise; creation of economic and legal conditions that prevent the emergence of conflicts between owners, managers, employees and other stakeholders);

- priorities in the enterprise activities (increase of competitiveness and economic efficiency on the basis of the latest achievements of scientific-technological progress, improvement of corporate culture);

- threats to the economic security of the enterprise (external and internal);

- threshold indicators of economic security (solvency indicators, indicators of financial stability, business activity indicators, economic efficiency indicators);

- legal support of economic security (regulatory and legal framework of the state, constituent agreement and the statute of the enterprise, its internal documents);

- economic security legal entities (judicial and law enforcement agencies, board of directors, executive body, security service, economic service and other structural divisions of an enterprise affecting the results of its production-financial activities;

- objects of economic security (finance, personnel, information, material values, business processes, company image, etc.);

- methods of ensuring economic security (development and implementation of a package of measures aimed at neutralizing the threats to the economic security of the enterprise).

The main aspects of the economic security system functioning comprise [2]:

- 1) protection of commercial secrets and confidential information;

- 2) computer security;

- 3) internal security;

- 4) safety of buildings and structures;

- 5) physical security;

- 6) technical security;

- 7) communication security;

- 8) safety of economic-contractual activity;

- 9) safety of transportation of goods and people;

- 10) security of promotional, cultural and mass events, business meetings and negotiations;

- 11) fire safety;

- 12) environmental safety;

- 13) radiation and chemical safety;

- 14) competitive reconnaissance;

- 15) informational and analytical work;

- 16) propaganda, social, psychological, preventive and prophylactic work among the staff and educating personnel on the issues of economic security;

- 17) expert examination of the security system mechanism.

The key findings of the study provide theoretical framework for modeling economic security of an enterprise. The model for creating an enterprise's economic security system comprises the following steps:

1. To identify the need to protect enterprise resources and to work out the tasks for audit and conduct an official financial examination of the organization's accounts; to estimate the level of economic security of the enterprise, which provides further opportunities to decide on the appropriateness of the threats managing and determine the ways of ensuring security; to create matrix of risks and threats by allocating areas of production-economic activity, in which the economic interests of the business entity are concentrated.

2. To develop methodology for the establishment and functioning of the economic security system, having defined, firstly, the sequence of methods used in its creation, and the mechanisms ensuring system functioning.

3. To elaborate the scheme of ensuring economic security of the enterprise, which should reflect the real processes, taking place in the activities of the company's objects; to identify the subjects and objects of protection, ways of managing economic security of the enterprise; to develop local legal regulatory framework that allows to rank the functions of ensuring the economic security of the enterprise and distribute them among the employees, thus providing legal jurisdiction to the economic security of the economic entity.

4. To utilize the security plan as a complex of fundamental patterns for ensuring the protection of the company's personnel, fixed assets, confidential information, etc.
5. To introduce the elaborated protection policies into every sphere of company's activity (supply and marketing, pricing, financial, investment and human resources, etc.).
6. To provide each section/unit with the methodological guidelines concerning organization of enterprise resources protection against illegal encroachments.
7. To plan the work of security structures and create favorable conditions for implementation of the plans and objectives of economic security model.
8. To adapt the security system to the conditions that change under the influence of the external and internal environment.

In large companies the system of ensuring economic security may include the following structural units as subsystems [1]:

1. Department of Economic Intelligence. The functions of this unit include obtaining the external information required by the company's administration to make sound management decisions on financial and economic issues. Gathering, processing and analysis of this information are an important part of the not only economic security system, but also marketing activities, since the enterprise policy is being developed on its basis. In our opinion, it would be appropriate to create this unit on the basis of marketing services. The head of the economic intelligence department, being directly subordinated to the head of the security service, must coordinate his actions with the head of the marketing service unit.

2. Department of Economic Counterintelligence and Internal Security. The functions of this unit include:

- combating internal corruption, counteracting employees' attempts to damage the company;
- conducting official investigations of fraud, theft and other wrongful or criminal actions causing damage to the enterprise;
- counteracting threats from criminal structures;
- identifying among employees of the company those, who transmit information to the criminal structures and economic intelligence service of the competitors;
- careful examination of the CV of persons applying for a job in the company;
- providing bodyguard service for managers and other personnel of the enterprise;
- prevention of negative processes in the workplaces of the enterprises that can cause emergency situations;
- safeguard of the movable and immovable property of the company.

3. The Information and Analytical Department supervises a well-organized accumulation, synthesis and analysis of the information from various enterprise security areas, reveals positive and negative trends in the process of providing economic security and other types of it. This information is the basis for the department to give recommendations to the management for further development of these trends or for their neutralization.

4. The Information Security Department performs the following functions:

- protects information which is a commercial secret of the enterprise;
- develops and implements security regime measures concerning the confidential information;
- prevents economic intelligence actions of competitors and criminal organizations;
- ensures the security of local computers and internal computer networks of the enterprise;
- provides trouble-free search in the Internet and safe usage of other communication channels.

In the course of comprehensive analysis of the economic security problem from the theoretical and practical point of view we have revealed that:

1. Economic security of an enterprise implies creating such conditions of an enterprise functioning, which would ensure its positive economic development by making profits and meeting the needs of consumers.

2. The main objective of the enterprise's/company's economic security is to guarantee its stable and the most efficient functioning at this stage and high potential for development in the future. The purpose of creating enterprise's economic security system is to protect sufficiently the appropriate security object's vital economic interests against threats.

3. The necessity to create economic security system is motivated by the growing concern of the enterprises about stable and efficient functioning of their goods and services at the market.

4. The need for economic security, on the one hand, is determined by the interests of the individual economic entity in achieving the goals of the business and, on the other hand, from the macroeconomic perspective, by the interests of the national economy on the whole. This provision stems from the fact that

an enterprise is a key element in the economic system and its successful functioning ultimately influences the economic growth across the country.

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