ECONOMIC SECURITY MANAGEMENT OF THE INDUSTRIAL ENTERPRISE IN THE TERMS OF CRISIS

The article examines methodological approaches to managing the economic security of industrial enterprises in a crisis. The methodology operates in the form of fundamental principles and approaches to the development of the theory of economic security management, the theory of enterprise development management, studies the structure, organization, methods and means of activity, forms a system of principles for the functioning of an enterprise in a crisis. To synthesize the mechanism of enterprise development management, it is necessary to determine the compatibility and incompatibility of fundamental, applied and practical approaches to managing its economic security. Based on the results of the analysis of these approaches, laws, features, trends, prerequisites and ways of developing a strategy for the balanced development of an industrial enterprise, basic principles of management and direction of development are singled out. The enterprise’s activity taking into account the development strategy should be innovative, use and introduce new approaches, resources and technologies. Investments do not always allow profit, the result of development may differ from the expected characteristics, the economic effect is also likely. The main obstacle to the implementation of the economic development strategy at the enterprise is the low level of its economic security.

A methodical approach is suggested that makes it possible to increase the degree of economic expediency of making a decision regarding the priority of the enterprise’s reaction within the framework of economic security management.

Key words: development management, industrial enterprises, methodological approaches, development result, management mechanism, management of economic safety, functional components, rational level, economic crisis.

Formulation of the problem. Over the past year there has been a sharp decline in our country’s exports, industrial production has decreased, and the number of unprofitable enterprises has increased. Machine building is one of the budget-forming sectors of the Ukrainian economy, and serves as a link between all branches of industry. In its structure, heavy machinery is occupied by leading companies, including those manufacturing equipment for the mining and metallurgical industry, as well as energy blocks (power engineering), lifting equipment and much more. From industry depends largely on the state of the entire Ukrainian economy, as well as the prospects for its further development [1].

The current state of the Ukrainian industry is the result of the lack of structural reforms that would allow to rely on positive results in the future, besides, the development of industrial enterprises was unmanaged, not systematic. The unsatisfactory state of the Ukrainian industry as a whole is the result of the absence of adequate tools for industrial enterprises to assess the effectiveness of their operation in comparison with the external environment, to identify their potential and develop effective solutions for the development of all spheres of enterprise activity [2]. Ukrainian enterprises mostly
operate in the support of the current reproduction, without paying enough attention to
the adoption of measures for innovation and enhanced reproduction.

The management of the company’s economic safety ensures the performance of the
enterprise as a whole in the current period of operation and in the long-term perspective.
At the same time, effective management in any sphere of activity can be carried out only
in the conditions of formation of its integral system, which is intended to solve the main
tasks of management. That is why the necessary condition for ensuring the viability of
enterprises in a market economy is the formation of an economic security management
system that should be considered as a set of interconnected elements that are separate
from and interact with the environment as an indivisible whole.

In connection with this, an actual problem today is the development of effective
scientific and methodological approaches to the management of the development of
industrial enterprises taking into account the components of economic security.

Analysis of recent research and publications. The theoretical basis for the
development of mechanisms for managing the economic security of enterprises is
reflected in the writings of domestic and foreign authors, such as M Yermoshenko, T
Klebanova, G Kleiner, G Kozachenko [4], S Ilyashenko [2], E Oleinikov, R Rudensky [7],
V Tambovtsev, I. Hrozniy [9] and others.

The development of an enterprise is a complex and multifaceted phenomenon. The
ambiguity of the terminology apparatus on the quality of the development of industrial
enterprises is complicated by the development management mechanism. In addition,
existing approaches to development management do not always take into account the
qualitative characteristics of development and industry characteristics of industrial
enterprises through the pursuit of universality. These features have identified the need
to develop new approaches to the effective management of the quality of industrial
enterprises by ensuring the smooth functioning of the internal structure of enterprises
and organizational changes that ensure the adaptation of the industrial enterprise to the
external environment. The insufficiency of theoretical and practical developments in this
area, the impossibility of practical use of many of them, led to the choice of this area
of research.

The purpose of the article. The purpose of the article is to define methods and
approaches to managing the economic safety of industrial enterprises in a crisis, taking
into account the need for development.

Result. The economic crises are especially dangerous for the life of the enterprise.

Each economic crisis is always individually specific. At the same time, in all economic
crises there are more or less typical features:
1. By breadth of coverage:
a) individual;
b) local (or group);
c) systemic.
2. By economic levels:
a) microcrisis;
b) mesotransition;
c) macrocrisis;
d) the global crisis.
3. By the nature of occurrence:
   a) random;
   b) regular, including cyclic ones.
4. On force of influence:
   a) painful;
   b) destructive;
   c) catastrophic.
5. By exposure time:
   a) short-term;
   b) medium-term;
   c) long-term.
6. By source of origin:
   a) internal;
   b) external;
   c) mixed from internal and external sources;
   d) spontaneous;
   e) artificial;
   f) mixed of spontaneous and artificial.
7. Possibility of overcome:
   a) overcome by means of internal forces;
   b) surmountable with external help or under external influence;
   c) irresistible.

In general, economic crises can be divided into two main groups: regular (cyclical, or periodic), which are repeated with a certain regularity, and irregular.

Regular (cyclical, or periodic) economic crises are crises that give rise to a new reproductive cycle. Irregular economic crises are crises that can erupt within the phases of the ordinary cycle of social reproduction. Among of them, intermediate, partial, sectoral and structural economic crises can be identified.

Economic cycles of reproduction and crises at the enterprise are the result of the peculiarities of the internal development of an industrial enterprise.

Every enterprise is viewed as an object of management; it must evolve constantly to function effectively in a dynamic economic environment. The strategy allows predicting and taking into account changes in the conditions of the development of enterprises in accordance with the world crisis processes. Support for sustainable development takes place, on the one hand, on the criteria of “integrity”, “system”, “stability” and “balance”, and on the other hand - by means of the ability of the enterprise to change in the light of changes in their factors.

Definition of the concept “strategy” contains the characteristic of all processes that occur in the system under consideration. Moreover, this characteristic should be provided “from simple to complex”. Only in this case, a comprehensive assessment of the factors that determine the strategy is possible [1]. In general, the strategy is interpreted as a complex of economic, social, political and other measures by which any enterprise can not only resist threats in conditions of uncertainty, but also predict and reasonably plan their activities based on internal development opportunities.
It is advisable to develop a strategy for balanced development of an industrial enterprise in conjunction with the goals and objectives of individual functional strategies. This relationship allows you to manifest the effect of synergy management. The assessment and accounting of the latter will allow the company to enter a new level of competitive management [2]. The synergistic effect is manifested primarily in increasing the overall effect of the implementation of certain types of functional strategies. The synergistic effect is characterized by technological and managerial innovations of the enterprise, determined by directions of the general strategy of development. As a result, the synergistic effect is achieved: cost savings for unchanging technology; improvement of consumer properties of goods at constant costs.

In this case, the synergistic effect of a balanced development strategy will be characterized by three variables with systemic links: increasing profits in money terms, reducing operating costs and reducing investment needs.

Taking into account the above aspects, we will formulate the main stages of the strategy for balanced development. This strategy involves three blocks, each of which describes a set of necessary steps - sequential stages.

We will analyze the measures taken in the process of formation and implementation of the strategy for balanced development of the industrial enterprise. At the first stage, they analyze the internal and external factors that influence the activities of the company. On the second one - they review the development goals of the enterprise in the context of their balance and adaptability to the present conditions. The key tasks of strategic management in solving these issues are functions. Defining the functions of the company serves as the basis for the formation of its mission and strategic purpose.

The third stage is diagnosing the socio-economic system of interconnected indicators of the enterprise. Distinguish global express diagnostics and functional diagnostics. Such a division is due to the difference in tasks, which involves the assessment of strategic decisions based on the analysis [6].

We believe that the development of a strategy for balanced development of an industrial enterprise should involve the rapid diagnosis of the financial condition of an industrial enterprise, since a stable financial situation is one of the important characteristics of production and financial activity.

The set of strategic decisions in the context of the nature of responding to changes in the factors of internal and external environments has divided a number of researchers into two main elements - groups of strategies for maintaining economic security (strategies for eliminating existing threats, preventing possible threats, compensating for losses), and groups of strategies for restoring economic security (strategies for increasing profits, cost reduction, asset sales, comprehensive recovery strategy) [3, p. 13]. The specific role of investment-innovation activity of the enterprise in the modern economic system and the extreme sensitivity to the state of the economy makes it more risky than other areas of activity. Its increased risk may threaten the state of economic security of the enterprise [5, p. 185]. The dual nature of the impact of investment and innovation activity on the state of economic security is that, on the one hand, safe development of an enterprise is impossible without the introduction of product and process innovations, technological changes, investment activity, and on the other - their implementation leads to increased riskiness the activity of the enterprise when promoting products on the
market, the distance of the terms of return of invested funds, which, as a consequence, can lead to the deterioration of the level of economic security of the entity. Thus, the specific nature of the process of managing economic security provides the following features that characterize this process:

- decision making and the development of a complex system in time can have a large number of strategies;
- stage of forming a decision and taking managerial influence, analysts are not able to provide a complete picture of the development of the situation;
- decision making is based on the forecasting of the tendencies of system development in time;
- there is uncertainty associated with the subsequent influence of the decision on the problem situation [1].

In general, the ability to react quickly to various changes in the environment is shaped by creating a new or improving the existing mechanism for managing economic security and providing the company with competitive advantages to achieve its goals. Management of economic security is advisable to form as a subsystem of the general management system, which is closely connected with the decision of the enterprise other problems, and therefore it should be subordinate. In general, the mechanism for managing economic security can be described using a scheme, the main parameters of which describe the content of administrative actions, their leading functions and options for possible solutions.

At the first stage of the definition of the mission and strategic objectives of the enterprise in the management of its economic security, it should be taken into account that the objective is influenced both by external factors related to the system (external requirements, needs, programs) and internal factors (needs, possibilities, programs of the system itself and its elements, artists). At the same time, the latter factors are such that they objectively influence the process of forming a goal, especially when used in the definitions management system "meta" as a means of inducing action. The purpose can be formed on the basis of interaction, controversy or coalitions between external and internal factors that existed before and were in constant motion and integrity. The assessment of the radical and long-term changes in external and internal environments is the basis for creating and controlling the company's balance with the external environment, analyzing the company's capabilities. The identification of the importance of threats to a particular machine-building enterprise is proposed using the "threat-loss" matrix, which defines the position (critical, high, medium, low and minimum levels of danger) based on two landmarks - the likelihood of a threat and the possibility of losing the achieved level of economic security. The assessment is conducted in two blocks: in the first stage, the probability of occurrence of the threat is proposed to be determined by an expert method, using a score scale. Expert assessments obtained as a result of processing a questionnaire survey of managers and specialists of investigated enterprises allow distributing threats to the economic safety of a machine-building enterprise by 5 groups according to the probability criterion, taking into account the features and retrospective data of activities of an industrial object.

In the second stage, according to the correlation-regression analysis, the position of the allocated threats was determined on the basis of the degree of influence on the
dynamics of the level of economic security of the enterprises under study. At the same time, possible threats to the economic security of the company are highlighted by the main subsystems.

Consequently, the deviation of the state of economic security from the state of equilibrium depends not only on the factors of influence, but also on the internal ability to counteract their influence. In general, the more open the system for external influences, the faster and with less losses, it adapts to changes in the environment. In connection with the fact that the machine-building enterprise, like any other, is an open system, it must be taken into account that the process of adaptation serves as a mechanism that allows establishing a clear causal link between the intensity of resource flows and the level of internal self-organization of the system. Under the influence of external factors, the open system is constantly transformed around an empirically weighted average state-attractor.

Thus, the management of economic security of an enterprise should be based on the principles of ensuring its rational level, which does not limit the possibility of progressive development of the system and simultaneously reserves the resources to maintain the stability of the boundary conditions, taking into account the dual nature of the impact of investment and innovation activity on the state of economic security. Taking into account all of the above, it must be emphasized that an important element and the goal of effective management of the economic safety of an enterprise is to ensure its rational level.

It is proved that in order to synthesize the mechanism of enterprise development management, it is necessary to determine the compatibility and incompatibility of fundamental, applied and practical approaches to managing its economic security.