

## СТРАТЕГІЧНА БЕЗПЕКА ПІДПРИЄМСТВА ЯК ОСНОВА НАДІЙНОСТІ ФУНКЦІОНУВАННЯ БІЗНЕСУ

*Розкрито роль формування стратегічної безпеки як надійного підґрунтя функціонування. Обґрунтовано, що зважена стратегічна програма сприяє стабільній роботі та гарантує високий рівень економічної безпеки. Запропоновані конкретні кроки на шляху зміцнення стратегії економічної безпеки вітчизняного підприємства. Розкриті основні принципи формування стратегії забезпечення їх економічної безпеки.*

*Ключові слова: стратегічна безпека, стратегічна програма, стратегія економічної безпеки підприємства, принципи стратегії забезпечення економічної безпеки підприємства.*

Т. О. POZHUIEVA

SHEI Ukrainian State University of Chemical Technology, Dnipropetrovck

### ENTERPRISE STRATEGIC SECURITY AS A BASIS FOR BUSINESS RELIABILITY

*Abstract – The creation of conditions for enterprise effective activity, as well as promotion of the business objectives in a competitive and risk environment through the on time detection and mitigation of impact of various dangers and threats, is the main goal of the enterprise strategic security. The role of strategic security forming as a reliable basis for the functioning is revealed. It is proved that the weighted strategic program facilitates for stable operation and guarantees a high level of economic security. Specific steps to strengthen the economic security strategy of domestic business are offered. The basic principles of formation of enterprise economic security strategy are discovered. At the same time, the author emphasized that the consideration of strategic security level means that the particular system of indicators, which would provide enterprise security on the time of an expected negative (positive) event happens, should be developed.*

*Key words: strategic security, strategic program, enterprise economic security strategy, principles of strategy of enterprise economic security providing.*

**Problem statement.** Radical changes in the formation of economic security occur because this process develops and complicates objectively and gradually. Before now economic security providing consisted of separate and often weakly interconnected tasks and areas of work that were functioning pretty formal. Today this process converts to a single system, which should cover the existing functional departments of the enterprise and should protect its all activities and resources. The protection of entities information base deserves a special attention [1, p. 71].

**Recent researches and publications analysis.** Strategic management and construction of coordinated enterprise economic security were considered by many domestic and foreign scientists and economists, such as: I. Ansoff, A. Voronkova, Z. Zhyvko, A. Zaichkovskyy, N. Ivanchenko, T. Ivaniuta, I. Kernytskyy, A. Kulish, M. Kurkin, D. Nazarenko, V. Ortynsky, V. Ponikarov, L. Schwab etc. But the creation of business strategic security is viewed poorly.

Justifying of the creation of an enterprise strategic security as a basis for business reliability is the **purpose of the article.**

**The main material presentation.** A creation of enterprise security system and organization of its successful functioning should be based on methodological foundations of a security scientific theory. Goals of enterprise security system, tasks that should be done to achieve the goals and basic functions of enterprise security system should be determined. It is necessary to determine the range of activities of this system.

The aims of security system are timely detection and prevention of both external and internal dangers and threats as well as ensuring the integrity of the enterprise and reaching its business goals [2, p. 20].

Reliability and efficiency of the enterprise security system is primarily determined by the presence or absence of property damage and moral damage.

It can be described by such indexes as:

- preventing of the leakage of confidential information;
- preventing of the illegal actions of the personnel, visitors, customers or such actions termination;
- preserving of assets and intellectual property of the enterprise;
- preventing of emergencies;
- terminating of violent actions on individual (specially extracted) employees;
- detecting and preventing unauthorized attempts to get into the enterprise objects [3, p. 89].

It should be noted that the policy of enterprise security forming is guidance for actions and decisions that are helping to achieve the goal. It is advisable to formulate the enterprise security strategy to establish the general protection reference points. The economic security strategy is a set of the most important decisions to ensure an acceptable level of safety of the enterprise.

Justification of strategy, which will ensure the proper level of economic security, bases on the systemic analysis of the enterprise production activities in the relevant period and planning of activities that will ensure the stability of the enterprise in the forecast period and will guarantee its developing in future.

Factors that form an appropriate level of enterprise economic security are varied and for each industry have their own specifics. However, there are general common factors that affect the proper level of economic security regardless of ownership or branch of industry.

1. Direct factors of production, i.e. the main factors that directly support the functioning of the entity. These include: territorial location of the enterprise; natural resources availability and terms of the positioning at the given territory; availability of usage and quality indicators; availability of labor resources and their qualification; availability of industrial infrastructure and possible volume of its usage; socio-economic infrastructure and public providing level.

2. Stable demand for products is a factor that plays an important role in the uniform propositional production. It includes: signed long-term contracts for the sale of products; manufactured products competitiveness level; quality and guarantee parameters of the products; reasonable forecasts about the stability of the market for certain types of products; state and regional contracts [6].

3. Presence of changes in the environment that have dual nature. On the one hand, they are often in the form of threats, such as: economic crisis, instability etc. – and on the other, the appearance of new ideas and products is the key to successful functioning of the enterprise, if the time to use this opportunity elected well [4, p. 61].

An important characteristic of the modern environment is its instability level that is constantly growing up. It is in fact. If we try to paraphrase basic cyber Ashby theorem for management, then we can say that for the timely responses of the entity's management, which means timely and appropriate management decisions, quickness of management reaction to the environment challenges should match the level of environment instability [5]. Therefore, the enterprise should consider not only factors that affect today (usually negative), but also take into account that they could change or modify their expression and influence. There is important the period of time whereof influence of negative events may increase (or not) and also important how far enterprise's managers could identify this moment [4, p. 63].

4. Reliability of suppliers, especially of suppliers of the main raw materials. It should be accepted long-term contracts on supply of raw materials, which consider the terms of the supply and product quality. Possibilities of the suppliers are also should be known to prevent monopolies in their supplies. It is usually necessary to get 3–4 or more suppliers of raw materials to guarantee flexible pricing policy.

5. Foreign competition on goods that are exported. The goods should satisfy the following requirements: they should conform to international standards; their quality and service should be competitive; they should have reasonable predictive perspective; they should be competitive on products that are imported into our country to reduce import dependency of Ukraine [6].

Competition forces enterprises to seek new ways of development to be successful and popular. Modern competition theories concern the activities in the current markets, but not in the future markets. This is their main drawback. The new idea of the firm competitiveness was nominated by G. Hamel and K. Prahalad. They think that the leadership of firms that used to be small, as well as changes in existing markets, mean that the benefit resulting from those firms, which know how to create markets for future goods and how to dominate them. Exactly these scientists have introduced the concepts of “strategic architecture” and “strategic intentions”. This interpretation of entity's activity horizons makes it broad and diversified, and therefore more vulnerable. It requires to delineate possible threats that make (or will make) potential danger more clearly. It provides the development of a clear strategic security system [4, p. 61].

6. State economic regulation of the enterprise activity includes a number of directions, such as: protection of domestic producers regardless of capital goods ownership; regulation of state tax policy; production promoting, including economic, territorial and other aspects; promoting of production of goods that are critical for import; public procurement for goods that are financed out of budget and their import reducing.

7. Reliable protection of commercial secrets. State should guarantee the secrecy of scientific and technological developments, new technologies developments, the protection of intellectual property and “know-how”, including trade secrets.

8. Enterprise management competence. The most important factor that can heavily affect on the proper level of enterprise economic security is the professionalism of its management (highly qualified personnel, training system and forms of staff teaching, creation of relevant production and socio-economic conditions for personnel).

There are other factors of economic security that are not directly related to production activity but commit a significant impact on production. They are related to the behavior of individuals, their morality, spirituality (theft, fraud, cheating, etc.). All factors that were mentioned above should be realized in accordance with the current legislation and should be guided for the realization of production strategy and for achieving the proper level of economic security of each entity [6].

Economic security can be reached by implementing a unified policy and agreed system of measures that are adequate to internal and external threats. This policy will be effective only if the strategy and tactic of economic security ensuring will be determined. It is important that the economic security ensuring strategy should base on multiple forecasts of entity's socio-economic development and should adjust depending on the current scenario. The possibility to choose from a variety of alternatives is the advantage of multi-version strategy [7, p. 21].

According to A. Sudakov and D. Grechko each company develops its own long-term strategy of formation of a high level of enterprise economic security. The basis of this program long-term strategy composes with key factors that form proper level of enterprise economic security. These may include some factors that are specific and directly rele-

vant only to the particular entity. This long-term strategy of enterprise economic security should include some additional parameters that ensure both internal and external economic security, such as:

1. Reliable power supply. Typically it is necessary to have two sources of power supply to ensure reliable work of the enterprise. It should be provided own backup source of electricity (diesel power) for important productions.
2. It should be organized reserve heat supply if the company is connected to the district heating plant.
3. Technical, technological and potable water that most enterprises use for industrial purposes. It should be own water source and if water is used with a central water supply system so the relevant reserve of water should be made.
4. The relevant safety stock of raw material and technical resources should be created at enterprises. It will facilitate stable work of the enterprise in certain circumstances.
5. The enterprise should control the situation if we are talking about its product consumer's solvency.
6. Reliability of vehicles that are used for delivery of materials and for transportation products to customers.
7. It should be foreseen measures to protect the resources and assets of the enterprise, as well as its storage facilities. It should be organized protection of a whole enterprise. Therefore it should be created appropriate means for both internal and external information and alarm [6].

The program may include other measures, depending on the specifics of the entity. After proper discussion and agreement the own long-term program of enterprise economic security high level strategy forming is being approved by the head of the enterprise. This program is mandatory for all employees o which it applies.

Thoughtful strategic program facilitates stable work of the enterprise and guarantees a high level of its economic security. This long-term program must be supported by relevant material and financial resources. Typically one of the deputies of the head of the enterprise provides the control over program implementation.

Usually the following types of enterprise strategic security are considered:

- that focused on the elimination of existing threats or prevention of possible threats;
- that directed at preventing impacts, which existing or potential threats effect on the safety subject;
- that aimed at damage restoring [8, p. 239];
- that oriented at existing strategic gaps providing due to innovation development principles are forming.

There are few concrete steps towards economic security strategy strengthening for domestic enterprises:

- there are the creation of new organizational and production structures, leasing usage, active participation in international exhibitions and seminars, introduction of advanced international experience;
- there are the payment system improvement, labor productivity increasing, resource saving investment increasing and stimulation of “resource” direction of R & D activities;
- there are the application of principle of critical lending date keeping, the creation of an information center for receivables and payables accounting, availability of the special group of financial workers who will control the calculation and payment of taxes and fees in the structure of the information center;
- there are approaching of domestic enterprises salary level to the salary level in developed countries, workers attraction to managerial functions, employees training, enterprise administration interest toward the employment of the unemployed, the enterprise social infrastructure development, workers material responsibility increasing [9, p. 513].

Thus the formation of enterprise economic security strategy comprises next steps:

- it is formation of effective production factors (new equipment, skilled labor, etc.);
- it is production based on market demand as well as quality and design improving;
- it is selection of reliable suppliers of raw materials and energy;
- it is reliable protection of own commercial secrets;
- it is changes in the enterprise management system if they are needed.

To implement measures, which are needed to achieve economic security strategy, the amount of resources should be determined and their internal and external sources (property sale, unrealized products sale, credit obtaining, etc.) should be mobilized [9, p. 514].

The process of enterprise economic security strategy forming should be based on certain principles that are the basic initial positions in accordance with its nature, appointment and components. The compliance of these principles should be directed on the formation of a uniform base and approaches for the strategy efficient construction and enterprise security comprehensive providing.

N. Levkovets through the analyzing of principles of economic security providing, which are a precondition for the enterprise economic stability, highlights such principles as: the comprehensiveness, the timeliness, the continuity, the lawfulness, the planned character, the economy, the elements interaction effectiveness, the optimal ratio between publicity and confidentiality, the management competence [10, p. 334–336].

However it is useful to analyze not principles of the enterprise economic security but principles of its ensuring strategy forming. Thus the proposed basic principles of forming of the enterprise economic security strategy and their detailed description are presented in Table 1.

The compliance of outlined principles of the formation of enterprise economic security strategy is intended to create for the entity favorable conditions for further development and effective functioning with the highest account of the most likely changes, trends and requirements of the market environment [10, p. 334–336].

**Characteristic of principles of forming of the enterprise economic security ensuring strategy**

#	Principles	Principles characteristic
1	Expediency, adaptability and mobility	It consists of flexibility and rapid response of strategy of enterprise economic security providing to changes of factors in external and internal environment, to their intensity or to current trends challenges that occurs in business processes
2	Strategy and purposefulness	It assumes target orientation of the economic security strategy that is based on alternativeness and taken into account the strengths and weaknesses of the enterprise as well as opportunities and threats, which are dictated by the market
3	Hierarchical	It consists in the separation of the components and the main stages of the enterprise economic security strategy depending on the degree of priority and importance as well as in formation of its performer's levels
4	Systematic	It dictates the expediency of economic security components and strategy stages consideration, elements of which are interrelated. Therefore the ignoring of these elements and links that connect them is economically unacceptable
5	Rationality and economic effect	It consists of the economic benefits that are the exceeding of the results that are obtained from the usage of the enterprise economic security strategy over expenditures that are spent on its development and implementation. It consists of achieving maximum financial result at minimum costs
6	Complexity and coordination	It consists of ensuring the absence of contradictions and availability of effective relationship in the process of economic security management, of complementarity and consistency of management decisions that are concerned with its ensuring strategy forming and implementation
7	Economic growth and equilibrium	During realization of strategy of enterprise economic security ensuring it displays the desire to achieve maximum economic growth with acceptable deviation from a balanced condition of economic and financial system of the enterprise
8	Financial stability	In the process of strategy forming and realization it displays the orientation of the enterprise on the financial stability ensuring that is a key factor of its viability and future development, which provides the control on the state of its financial resources
9	Competitiveness	In the process of forming and realization of strategy of enterprise economic security ensuring it consists of permanent orientation on combat the challenges of modern competition, on forming of a set of competitive advantages and on ability of the enterprise not only to ensure its competitiveness but also to keep it under conditions of constantly changing internal and external environment
10	Participation and social orientation	It characterizes the high degree of employees' involvement to the development and realization of strategy of enterprise economic security providing with the prospect of improving the state of the corporate culture
11	Causality	It reflects the presence of causality between symptoms of enterprise economic destabilization and results that are obtained through the implementation of strategy of economic security ensuring
12	Balance	It associated with the presence of conformity and optimal ratio between real needs and key elements of the economic security ensuring strategy and available resources for its implementation
13	Innovativeness and development	It means that the process of formation of the strategy of enterprise economic security ensuring should take into account the dynamic changes in business processes, the results of scientific and technical progress and trends of the financial and economic accumulation and should orient the enterprise on the continuous development and innovation

**Conclusions.** The investigation of enterprise strategic security gives us a possibility to conclude that it aims to create the conditions for the enterprise effective activity, as well as to help to achieve business objectives in a competitive and risk environment through timely detection and weakening of the various dangers and threats. At the same time the consideration of strategic security level means that the particular system of indicators, which would provide enterprise security on the time of an expected negative (positive) event happens, should be developed.

**Література**

1. Куркін М. В. Контроль та захист економічної безпеки діяльності підприємств / М. В. Куркін, В. А. По-нікаров, Д. В. Назаренко. – Х. : ІНЖЕК, 2010. – 300 с.
2. Іванюта Т. М. Економічна безпека підприємства / Т. М. Іванюта, А. О. Заїчковський. – К. : ЦУЛ, 2009. – 256 с.
3. Економічна безпека підприємств, організацій та установ : навч. посібник / В. Л. Ортинський, І. С. Керницький, З. Б. Живко та ін. – К. : Правова єдність, 2009. – 544 с.

4. Скребець І. В. Стратегічна безпека підприємства як реакція на динамічні зміни зовнішнього середовища / І. В. Скребець // Актуальні проблеми економіки : наук. екон. журнал. – 2012. – № 11 (137). – С. 58–64.
5. Ансофф І. Стратегическое управление / И. Ансофф ; сокр. пер. с англ. ; науч. ред. Л. И. Евенко. – М. : Экономика, 1989. – 519 с.
6. Куліш А. М. Стратегія забезпечення належної економічної безпеки підприємства [Електронний ресурс] / А. М. Куліш. – Режим доступу: [www.essuir.sumdu.edu.ua/bitstream/123456789/8562/1/573](http://www.essuir.sumdu.edu.ua/bitstream/123456789/8562/1/573)
7. Іванченко Н. О. Моніторинг та стратегічні напрями реалізації економічної безпеки України / Н. О. Іванченко // Економіка та держава. – 2009. – № 12. – С. 20–21.
8. Воронкова А. Э. Стратегическое управление потенциалом предприятия: диагностика и организация / А. Э. Воронкова. – Луганськ : Изд-во Восточноукраинского нац. университета, 2000. – 315 с.
9. Шваб Л. І. Економіка підприємства : навч. посібник / Л. І. Шваб. – 2-ге вид. – К. : Каравела, 2005. – 568 с.
10. Левковець Н. Принципи забезпечення економічної безпеки підприємств / Н. Левковець // Управління проектами, системний аналіз і логістика. – 2008. – № 5. – С. 333–336.

### References

1. Kurkin M.V. Kontrol ta zakhyst ekonomichnoi bezpeky diialnosti pidpriemstv / M. V. Kurkin, V. A. Poniarov, D. V. Nazarenko. – Kharkiv : INZhEK, 2010. – 300 s.
2. Ivaniuta T. M. Ekonomichna bezpeka pidpriemstva / T. M. Ivaniuta, A. O. Zaichkovskiy. – K. : TsUL, 2009. – 256 s.
3. Ekonomichna bezpeka pidpriemstv, orhanizatsii ta ustanov : navch. posib. / V. L. Ortynskiy, I. S. Kermytskiy, Z. B. Zhyvko ta in. – K. : Pravova yednist, 2009. – 544 s.
4. Skrebets I. V. Stratehichna bezpeka pidpriemstva yak reaktsiia na dynamichni zminy zovnishnoho seredovishcha / I. V. Skrebets // Aktualni problemy ekonomiky : Naukovyi ekonomichniy zhurnal. – 2012. – № 11 (137). – S. 58–64.
5. Ansoff Y. Stratehycheskoe upravlenye / Y. Ansoff ; Sokr. per. s anhl. / nauch. red. L. Y. Evenko. – M. : Ekonomika, 1989. – 519 s.
6. Kulish A. M. Stratehiia zabezpechennia nalezhnoi ekonomichnoi bezpeky pidpriemstva [Elektronnyi resurs] / A. M. Kulish. – Rezhym dostupu: [www.essuir.sumdu.edu.ua/bitstream/123456789/8562/1/573](http://www.essuir.sumdu.edu.ua/bitstream/123456789/8562/1/573).
7. Ivanchenko N. O. Monitorynh ta stratehichni napryamy realizatsiyi ekonomichnoyi bezpeky Ukrayiny / N. O. Ivanchenko // Ekonomika ta derzhava. – 2009. – # 12. – S. 20–21.
8. Voronkova A. Э. Stratehycheskoe upravlenye potentsyalom predpriyatyya: dyahnostyka y orhanyzatsyya / A. Э. Voronkova. – Luhans'k : Yzd-vo Vostochnoukrajnskoho nats. unyversyteta, 2000. – 315 s.
9. Shvab L. I. Ekonomika pidpriyemstva : navch. posibnyk / L. I. Shvab. – 2-he vyd. – K. : Karavela, 2005. – 568 s.
10. Levkovets' N. Prynysypy zabezpechennya ekonomichnoyi bezpeky pidpriyemstv / N. Levkovets' // Upravlinnya proektamy, systemnyy analiz i lohistyka. – 2008. – # 5. – S. 333–336.

Надіслана/Written: 29.05.2014 р.

Надійшла/Received: 1.06.2014 р.

Рецензент: д.е.н., проф. А. М. Ткаченко