SECTION 1. ACCOUNTING REGION AND AUDIT

1.1 Modern approaches to ensuring economic security of business management

Instability of the environment of functioning forces the subjects of management to adapt to rapid changes, namely: find new and improve the existing tools of strategic management in the system of economic security to achieve the goals of the company.

In modern conditions, the urgency of the problem is manifested by the fact that globalization processes at a new level almost make it impossible to separate one enterprise or economic system from the outside world. The weakness of the organizational mechanism for reconciling the interests of society and entrepreneurs, fraud against counterparties, their immoralization, imperfection of the right to regulate economic relations, pseudo-bankruptcies, theft, corruption, bribery, insurance institute make successful and effective development of entrepreneurship impossible.

Under the conditions of the current unstable situation (incompetence of business partners, raiding, high level of risks, lack of development), companies must improve all components of strategic management in the system of economic security. Enterprises must raise to a high level all the indicators that characterize not only its economic performance, but also human, intellectual, legal, informational and others. All these moments will allow business entities to maintain their positions, and to reach new heights, because the content of the management accounting and analytical system of economic security requires the development of measures, The management and accounting system of economic security requires the development of measures to ensure increased competitiveness and economic stability of the company, which, in turn, will contribute to increasing the level of employees' goodwill.

The theory of economic security still does not have its own categorical and conceptual apparatus, which is why there is a constant change of approaches to determine the level of economic security of the enterprise due to the complexity of modern business conditions and the need to create new approaches.

A number of works by foreign and domestic economists, including S. F. Golov, I.A. Mnikh, I. A. Blank, S. L. Berezie, F. F. Butintsy, N. G. Goritsky, N. G., are devoted to the development of the theory and practice of accounting and analytical security of economic security.Golov, E.V. Mnich, I.A. Blank, S.L. Bereza, F.F. Butintsy, N.G. Goritskoï, O.M. Gubachovaï, S.F. Golov, M.I. Kamlik, G.G. Kiretsev, V.V. Kovalov, B.S. Krugliak, N.M. Malyuga, L.V. Napadovskaï, V.O. Ozeran, V.V. Sopka, B. Colasse, M.R. Matthew, M.H.B. Perera, J.V. Sokolov, V.P. Sujets, O.V. Toporkova, E.S. Hendricksen, L.Z. Shneidman, V.I. Yarochkin and others.

Studying the experience of predecessors should convince both scientists and practitioners in the necessity of scientific research on the issues of accounting and analytical security of economic security of enterprises, strategic planning, practical implementation of the best developments in practice to achieve a highly efficient management work. Scientific and theoretical and practical relevance of these problems, the solution of a complex of indicated tensions prompted the choice of topics and identified its main thrusts.

The goal is to develop recommendations for improvement of strategic management in the system of economic security of the enterprise to increase its current level, increase its competitiveness and profit growth in conditions of instability.

The study of strategic management in the system of economic security of the enterprise in conditions of instability acts as a state that characterizes the level of protection of intellectual personnel, financial and economic, social, environmental, commercial, innovative and technical technologies and technologies.

As a subject, strategic management in the system of economic security of the enterprise in conditions of instability, to identify factors, that affect the prevention of possible threats and dangers of the enterprise.

Modern scientists interpret the concept of "economic security" as the state of the most efficient use of resources of the enterprise, as a measure of harmonization of its interests in time and space or as a state of protection against external and internal threats. All this is evidence of the lack of a clear, coherent position on the understanding of the concept of "economic security of the enterprise". Depending on the interpretation of this concept the authors investigate various factors that affect the economic security of the enterprise.

From the standpoint of the protection of vital interests can lead to the interpretation of the system of economic security of the enterprise by M.I. Kamlik as ".a complex of interrelated activities of organizational and legal nature, which is carried out by special bodies, services, divisions of the subject of management, directed to the protection of vital interests of the individual, enterprises and the state from unlawful actions on the part of real or potential individuals or legal entities, which may lead to significant economic losses, and to ensure economic growth in the future" (table 1).

Different interpretations of the term "the system of economic security of the enterprise", shown in Table 1, confirm the diversity of views of modern scientists on the essence of the concept. The essence and structure of the system of economic security of the enterprise has not yet found a final solution and does not have a clear universal formulation.

Having analyzed the proposed definitions of the system of economic security of the enterprise, it can be noted that the scientific literature still lacks a unified consolidated view on the meaning of the concept of "system of economic security of the enterprise"[1].

Table 1

Definition of "economic security of the enterprise"

Definition	**Author**
Complex of organizational and managerial, regime, technical, preventive and advocacy measures aimed at the quantitative implementation of the protection of the interests of the enterprise from external and internal threats.	About the Concept Economic security of Ukraine.
A structured set of strategic, tactical and operational measures aimed at protecting the company from external and internal threats and the formation of unique capabilities to counter them in the future.	Vovk V. V.
Organizational subsystem of the enterprise, consisting of a set of organizational, managerial, technical, legal and other measures, a set of forces and means aimed at ensuring the security of the enterprise, protecting the legitimate interests of its management and investors, promoting sustainable development.	Prigunov P.Ya.

Continuation of table 1

The process and type of professional activity of the subjects of its provision. The set of interconnected elements that make up a single whole. It contains the following components: security entities, security facilities, the mechanism of economic security.	Prokhorova V. V.
The set of internal and external actors of economic security of the enterprise, having common goals, endowed with appropriate functions and legal powers, having the necessary material and technical base, trained staff, management and interaction mechanisms with technologies, forms and methods of determining, reducing level and counteraction to dangers and threats in the sphere of economy.	Zakharov O. I.
A set of interrelated elements that allow you to manage the activities of the company by minimizing the impact of internal and external threats and achieving its strategic goal.	Migus I. P.
A complex concept, which includes subjects, objects and mechanism for implementing security at the enterprise	Kamlik M. I.
In the scientific literature to describe the process of managing ESS, which will include the process of its provision, the concept of "ESS system" is more often used.	Yefimova G.V.
Protection resources (own: head of firm, security council, firm staff, security service, etc., state: power ministries, legal resources, state and local governments, public: public organizations, foundations, movements, media, etc.), means of protection, objects of protection (enterprise products, information flows, basic and current) production assets, intangible assets, labor potential, know-how, image of the enterprise).	Lokotetska O. V.
The system of economic security of the enterprise is at the same time its way provision and form of activity in relation to such provision.	Adamenko T. M.

However, the specificity is tested and certain approaches to the understanding of the basic concept of "economic security of the enterprise", depending on which changes the meta of creation and functioning of the system of economic security of the enterprise (table 2).

Table 2.

The purpose of creating and operating a system of economic security of the enterprise in accordance with the approaches to understanding economic security

The name of the approach	**The essence of the approach**	**The purpose of creating and operating a system of economic security of the enterprise**
Resource and functional approach	Enterprise development, which is achieved through the efficient use of corporate resources by functional components	Ensuring stable operation and development of the enterprise, prevention of internal and external negative influences (threats)
Protective approach	Prevention and protection against the negative impact of the external environment (economic security is considered from the standpoint of environmental impact)	Protection of the enterprise from environmental threats
Sustainable approach	The ability of the enterprise as an economic system to balance and sustainability	Ensuring stability, independence, ability of the enterprise to progress in the conditions of destabilizing factors
Competitive approach	The presence of competitive Advantages as the main condition Ensuring economic security of the enterprise	The presence of competitive advantages
Harmonization approach	Harmonization of interests external environment Enterprises with interests	Protection of economic interests enterprises in interaction with the external environment
Information approach	Storage commercial secrets of the enterprise	Information protection
Financial approach	The ability of the enterprise Ensure implementation financial interests	Increasing the financial stability of the enterprise, protecting its commercial interests from the effects of negative market processes

Therefore, as a result of the analysis of the approaches to the understanding of the essence of economic security, examining their features and the results of the generalization, the study under the economic security of the enterprise is proposed to mean a comprehensive characteristic of the results of activity of the enterprise, achieved due to the efficient use of its resources, aimed at achieving the goals of the company and ensuring its activities against the threats of the external and internal environment. The proposed concept of economic security of the enterprise requires a close link between the systems of economic security of the enterprise with its production function [2].

O.V. Illiashenko grouped the existing definitions of the notion "economic security system" into three categories. We believe that the available definitions correspond to three approaches: structural, functional and operational (table 3).

The system of economic security of the enterprise - a conceptual category that defines the strategic framework in the management of threats and is the totality of objects, subjects, functional components, assessment techniques and procedures (processes, procedures) to ensure the economic security of the organization, which are used by the enterprise (organization, institution) for the best guarantee of protection.

The management of each enterprise, which at least once faced certain problems in their activities is trying to find tools to identify various kinds of factors that could threaten the conduct of business activities. That is why the term of economic security of the enterprise, which is to prevent the emergence of threats. Accordingly, began the development of such a concept as economic security, which is characterized by a set of measures to prevent crisis situations at the enterprise.

Table 3.

Approaches to the interpretation of the category "economic security of the enterprise"

Approach	**Group**
Activity	- as a set of interrelated measures of various nature, which should be carried out in order to protect the interests of the enterprise from external and internal threats; - as the activity of a structural unit of the enterprise, whose functions are to ensure the economic security of the enterprise
Structural	as a set of elements (object and subject of economic security, security mechanism, security theory, security policy and strategy, means, security methods, enterprise security concept, etc.)
Functional	as a set of functional components of the system

The main thing in ensuring economic security is that such activities can not be one-time, this process is continuous during which all forms, methods and tools of economic security, its development and improvement are studied, analyzed, adjusted and implemented.

The concept of economic security has been studied by many scholars. There is currently no consensus on this issue. Some authors believe that the main component of the system of economic security is the financial and economic analysis of the enterprise, which within the concept of safe operation pursues the following goals:

• detection of signals of violation of the state of economic security;

• determination of the area of operation of the enterprise;

• forecasting the future area of operation of enterprises;

• study of the financial condition of competing companies.

Others define the security system as an organized assemblage of special bodies, services, facilities, methods, methods that ensure the protection of vital interests of the individual, the company, the state from external and internal threats[3].

Also, the system of economic security of the enterprise is seen as a set of measures to ensure its stable development through the creation of favorable conditions, as well as neutralization and liquidation of external and internal threats. The fundamental basis of an effective system of economic security of the enterprise is the scientific theory of safety and ecology (consistency of explanatory, theoretical and methodological bases), defined policy of economic security of the enterprise (purpose, goals, objectives, functions, principles and creation of own service), strategy objectives, tactics and operational response), the concept of the ESE (general provisions of the ESE). Therefore, the best schematic representation of this system is considered a solid structure, the structure that is able to protect the company from the negative influences of the environment (fig.1).

The main goal of creating a system of economic security of the company is to: Guaranteeing the current efficient operation and ensuring the further development of the company by promptly identifying, minimizing and

Preventing internal and external influences, threats, hazards, and risks. Achievement of this goal is possible through the achievement of functional goals of the system of economic security of the enterprise [4].

The functions of the system are:

1) preparatory (preparation of data for processing, sorting, evaluation, forecasting);

2) analytical (analysis, comparison of data, clarification of dynamics, trends and patterns, description of the behavior of counterparties and synthesis of elements of analysis, development of proposals);

3) competitive intelligence (legal search for complete reliable information in open access to gain competitive advantage - the so-called "advance game", prevention of unforeseen crisis events through timely acquisition of data on the external environment of the enterprise);

4) counterintelligence, internal monitoring (counteraction to industrial espionage, protection of trade secrets, prevention of leakage of confidential information by complying with non-disclosure regulations, elimination of weak links in the management of the enterprise in order to prevent loss or market loss);

5) counteraction to raiding (prevention of raider capture of the enterprise, hostile takeovers);

6) monitoring (general external and internal environment, real and potential threats, challenges, dangers, risks).

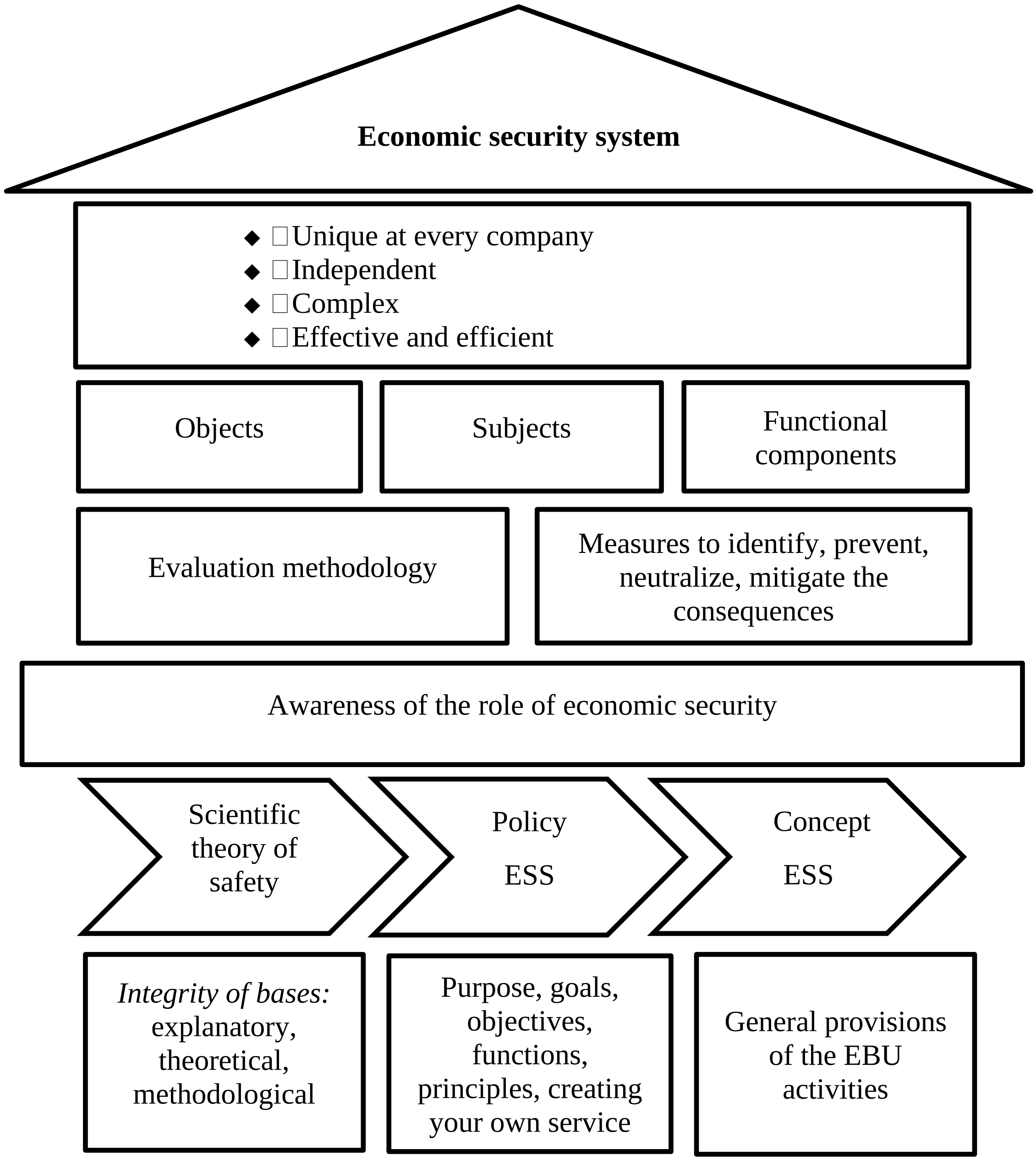

Fig. 1 Interpretation of the economic security system

When creating a system of economic security of the enterprise, it is important to adhere to certain principles, the list of which varies in different works. Sometimes the authors borrow most of the principles of the economic security of the enterprise from the general principles of management, which is not entirely correct.

In our opinion, the system of economic security - a complex of interconnected activities of organizational, economic, legal, functional nature, which are aimed at ensuring the safety of the enterprise. The aim of the security system is the immediate detection and prevention of external and internal threats. Creating a system of security of the enterprise and the organization of its successful functioning must be based on the methodological foundations of the theory of security.

The problem of safety, as a necessary component of enterprise development, still remains little studied, because for a long time it was not recognized as necessary. This can be explained by the fact that in Ukraine, together with the development of market economy, the competitive environment began to develop, which received an additional impulse with the opening of markets of goods and services for foreign players.

Most of the existing definitions do not take into account such a concept as security of economic security. In our opinion, security of economic security can be achieved through the systematic integration of all elements of economic security. Thus, the system of economic security of the enterprise - a set of management actions aimed at the proper implementation of protection against global and local threats, which ensures the implementation of the main commercial interests and objectives of the company [6].

In order for strategic management in the system of economic security to be effective, it must comply with certain scientific principles, ie be:

• continuous - constantly monitor the changing external and internal environment;

• strategic - to ensure the realization of the main interests of the enterprise;

• simple - understandable for both management and staff;

• centralized - within a certain enterprise should ensure the functional independence of the security process;

• managed - to have certain managerial and organizational means;

• universal - used in most companies.

It is these principles that should regulate the economic security of the enterprise, because they are understandable and do not require significant costs for their implementation. Thus, the system must be based on the whole totality of principles, not just one of them (the principle of legality, comprehensiveness, consistency, continuity, improvement, control, management, interaction and coordination, Specialization and professionalism, consistency and publicity, mandatory differentiation of actions, activity, economic competence, environment) (table 4).

Table 4.

Classification of principles

System	Process	Whole
purposefulness	a combination of preventive and reactionary measures	reach
complexity	a combination of publicity and confidentiality	specificity
emergence	legality	flexibility
openness	economic feasibility	dimensionality
connectivity	finality of actions	compatibility
adaptability	autonomy	update
Operating	**Functional**	**Structural**
proportionality	concentration	object priority over subject
uniformity	neutralization	single leadership
parallelism	principle of simultaneity of "four roles"	minimal complexity of the structure
continuity	combination of centralization and decentralization	personal responsibility
specialization	hierarchy	structure

The main objectives of the system of economic security of the company are:

- stability of activity (collection, analysis, assessment of data and forecasting of activity development);

- efficiency of activity (obtaining of necessary information for creation of the most optimal managerial decisions on the issues of strategy and tactics of economic activity of the company);

- protecting the legal rights and interests of the company;

-protection of material valuables, commercial confidentiality and security of personnel;

-control over the efficiency of the safety system, improvement of its elements.

As any other system, the system of economic security of the enterprise has its own stages of formation. Taking into account the current market relations, it is very important to identify exactly how the system must be formed, so that it would be easy to understand and effective for use [8]. Thus, the system of economic security of the enterprise must necessarily include the stages:

1st - collecting information about the specifics of the enterprise;

2nd - analysis of global threats;

3rd - assessment of the existing economic security of the enterprise; creation of the system of economic security of the enterprise;

4th - development of a set of measures to ensure the economic security of the enterprise;

5th - monitoring and improvement of the economic security of the enterprise.

During the implementation of these stages the main attention should be paid to the second and fifth stages. Because they determine what state the company is in at the moment and what measures are necessary to improve or maintain the current situation.

The main purpose of the system of economic security is to ensure the stable operation of the company and the prevention or elimination of present or impending threats.

The process of managing the system of economic security is an interconnected set of actions, which is carried out by the leadership of the enterprise for optimum efficiency. This process must be performed at all levels of management, that is, it penetrates all existing organizational structure in the enterprise. The peculiarity of this process is that it has a holistic (not discontinuous) nature and does not change when the system of economic security is built unconditionally. It should be noted that this system has different components depending on the scope of activity of the enterprise. In general, the system of economic security is presented in (fig. 2).

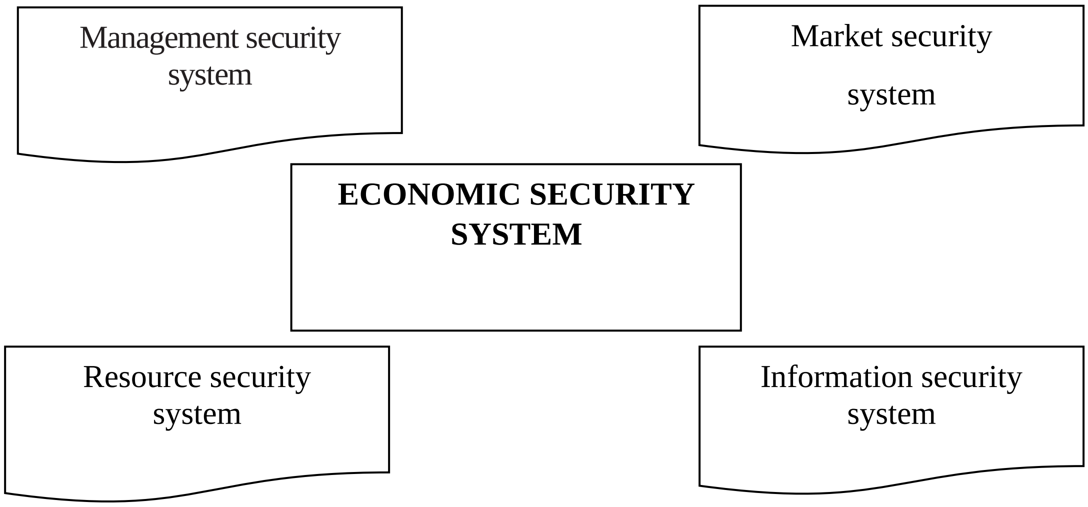

Fig.2. Components of the economic security system of the enterprise

So, the components of the system can be general, or more detailed, depending on the conditions of functioning of the enterprise. And the concept of the system of economic security company can be formulated as a state of protection of its vital objects from real and potential sources of Inadequacy or threats with a clearly formulated and defined goals and objectives of the system of economic security for the specific conditions of functioning of the enterprise. The system of economic security, apart from the existing components must have some kinds of its own security for the implementation of the goals. It should be noted that such a list includes a very large number of security and safety equipment. In our opinion, the main types of security are:

-economic (market) security: using various forms of research and analysis of activity to maintain the main goal and purpose of the company;

-management support: normative documents that define the status of the company, instructions, positions, requirements that are obligatory for the current activity;

-organizational security: implementation of security methods that are carried out by certain structures (security);

-technical support: regular technical inspections and maintenance of equipment, constant maintenance of technical equipment in good working order, etc;

-information security: protection of computer networks, limitation of access to service and commercial information;

-regulatory support: norms and laws of the country, which ensure the company's activity from the position of safety requirements.

In any case, each system has its own object, which is unique to it. The object of the system of economic security is a stable economic state of the business entity in the current and future period. The object can be any activity of the company, personnel, information, property and other. In general, ensuring the economic security of the enterprise is a constant cyclical process.

Therefore, the security of the economic system of the enterprise must be carried out comprehensively, situationally and organizationally for the entire enterprise. Because the enterprise is an important strategic resource for the state, the use of various types of systems and forms of their support - successful activity and achieving the main objectives.

Explored the basic principles, objectives and stages of the formation of the system of economic security company to allow a systematic approach to the problems of ensuring the economic security of the enterprise. Priority areas of further research, is a detailed study of the components of the process of ensuring the system of economic security of the enterprise and identification of methodological bases of management of economic security.

The current situation in Ukraine is characterized by the fact that a lot of enterprises are in a critical state and are periodically or permanently unable to continue their effective activity. Because the enterprises are functioning in dynamic environment. To ensure steady growth, strong competitive position in the market, the company must take into account the ambiguity and flexibility of the operating environment and adapt to current changes. That is why the priority task of enterprise management is to investigate and predict negative influences and threats to its functioning, i.e. to form an effective marketing strategy in continuous connection with the overall strategy of the company for its safe development.

M. Baker, P. Doyle, T. Levit and others have studied the issues of forming and planning the management strategy in their works. However, the formation of marketing strategy as the basis for the development of the company taking into account the conditions of safety of its functioning remains insufficiently investigated both in the theoretical and practical aspects [1]. In the realities of the present day to maintain a strong position in the market and competitive advantages of the enterprise is necessary to take into account the ambiguity and adapt to changes in conditions of functioning. The onset of the crisis means that the managerial inertia has not ensured quick tactical changes in its strategy in accordance with changes in the external environment. However, each company has its own unique set of environmental factors. Therefore, the more unambiguous the conditions of functioning of the enterprise are, the more attention should be paid to the influence of the marketing strategy of the enterprise and the planning of its safety in general.

Surely, the achievement of set goals the company can provide for the conditions of functioning in a secure environment. So today is relevant concepts of "safety development of the enterprise", "safety management of the enterprise. The key rolling improving the safety of the enterprise is the management (marketing) component [7]. Implementation of the management strategy as a component of enterprise security is the key to its successful and efficient functioning. The efficiency of implementation of the marketing strategy indirectly affects the safety of the enterprise, which is based on achieving the economic interests of the company.

The object of the system of economic security of the enterprise in general is a stable economic condition of the company now and in the future. Everything, on which the forces to guarantee economic security are hidden, is actually the object of protection, the subsystem to be controlled. The objects are specified by the types of resources (financial, organizational, personnel, management, intellectual, communications, information, material (goods, property, technology), types of activities and indicators that are planned to increase to ensure the company (e.g., financial and economic, production, etc.).

The subjects of the system of economic security of the enterprise are distinguished by greater complexity, since they include representatives of the external environment. Accordingly, there are two groups of subjects of the system of economic security of the enterprise - internal and external.

However, as any other sphere, economic security has a number of problems and risks. The main problems of economic security of domestic enterprises include the following. Firstly, the market economy based on competition is a highly dynamic and risky system. Secondly, Ukraine still lacks strong legal norms to protect the interests of businessmen. Thirdly, since the Ukrainian market is still in its formative stages, there are many mechanisms that have not been fully developed.

Scientists consider the following problems that enterprises face on the way to achieving a reasonable level of economic security:

-the importance of using a reactive approach (evaluation of the negative impact of the threat and subsequent measures to eliminate the consequences instead of an early analysis of possible ways to avoid this impact);

-the need to increase the quality of information collection not only about competitors, but also about the state of own activity, which includes the priority of identifying goals and strategies of the company;

-lack of application of the analysis of costs of the enterprise for economic security;

-not taking advantage of the existing capabilities of the company and directing the entire system of economic security to work against threats .

Negative impact on economic security can be both individual and sub-individual. The collective one is not caused by the will of a particular company or its personnel, but the sub-individual one is the result of inefficient work of the company as a whole or its personnel (including managers and supervisors).

The sources of negative impact on the economic security of the company can be: known or unknowable actions of certain individuals and business entities (public authorities or enterprises-competitors); the result of exceptional circumstances (force majeure, innovations, etc.).

It should be noted that there are a number of reasons that depend on the economic security of the enterprise. In particular, the crisis phenomena in the economy, extraordinary events, natural disasters, unprecedented changes in market conditions, social pressure, managerial incompetence, as well as the failure of partners, suppliers, contractors and customers to fulfill their obligations to pay for contracts, deliver products or change the terms of the contract.

There are three main external threats to the enterprise. In the opinion of Varnaliy Z.S., the threat is a totality of conditions and factors that pose a threat to the realization of economic interests, which in turn can create a variety of risks [11].

The first threat is an unfriendly economic policy of the state. Thus, the state can interfere with the production, commercial or financial strategy of the company by means of various methods, among which the most extensive are: changing the rates of the customs tariff, tax rates, fluctuations of the exchange rate.

Another serious threat to the enterprise on the side of the state are certain actions for cancellation or limitation of economic ties. Economic sanctions, on the part of the state, have a very negative impact and lead to mutual distrust, destabilize economic security at the interstate level.

Another source of external threat to the enterprise is the actions of other business entities. This is a matter of uninhibited competition. Competing enterprises have many methods that can adversely affect the operation and safety of the business, and these include: violation of competitors' rights to industrial property (non- competitive creation of competitors' products, revealing competitors' production secrets, industrial espionage); disruption of competitors' production, which is carried out through bribery and luring their employees and employees to obtain the secrets of production and trade; Disrupting the reputation of the competitor (inappropriate advertising, spreading false and untrue information that discredits the company) and others, such as dumping, boycotts, etc.

The third source is crisis phenomena in the world economy, because they come from country to country through the channels of external economic relations. Such phenomena as structural restructuring, decline in consumption and prices for energy resources create dependence of domestic enterprises on the processes taking place in the world.

Other external threats may include the following: inflation rate, lack of funds for enterprise investment, legislative instability, corruption, unfavorable macroeconomic conditions (crisis, war, general economic situation in the country). Intrinsic threats are threats that depend on the activities of the company itself. They include: Actions or inactivity of employees, which are contrary to the interests of commercial activities of the company; low level of qualification of the staff; weak marketing assessment of the market; Violation of the rules on the use of technical equipment; undermining the business image of the company; non-competitive pricing policy; unambiguity of goals and strategies. As N. B. Paliga and Y. V. Svitlichna state in their work, there are three components of economic security of the enterprise to fight against internal threats (fig. 3).

Technical and technological - analyzes the level of efficient and rational use of resources and basic equipment. Financial structure is responsible for the most efficient use of capital, rights and information of the company. Personnel structure ensures the creation of the right conditions for work and efficient personnel management.

Considering in terms of turnover assets, it is necessary to economically and rationally dispose of material and commodity values, it is necessary to minimize costs and create production reserves, Ensure the optimum balance between the amount of turnover assets and their production needs, as well as implement measures that will give the maximum opportunity to self-financing needs in turnover assets.

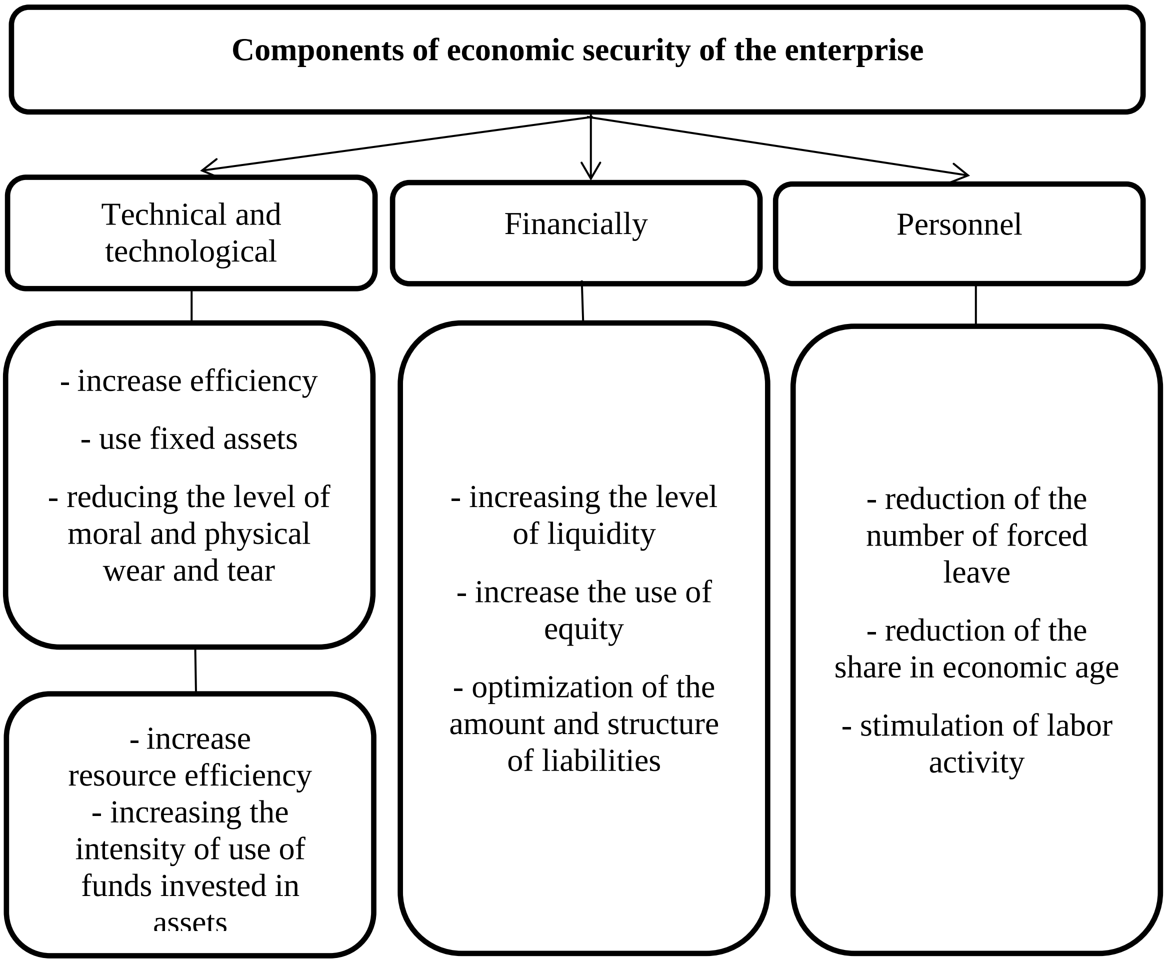

Fig. 3. The main ways to prevent internal threats to economic security of the enterprise

Mechanism for ensuring the strategy of economic security management of the company is a totality of management, economic, organizational and motivational, legal and motivational ways to harmonize the interests of the company with the interests of customers, intermediaries and contact audiences of the environment, By means of which, taking into account the peculiarities of activity of the company to ensure that it receives a profit, wins a valuable part of the market, maintaining the competitiveness of products at a level sufficient to at least, to stay the company in economic security.

Development of management strategy as the basis for safe development of the company is the protection against ineffective behavior model in the market, errors in the product, marketing policy, pricing policy, detection of non-competitive products. Efficient marketing strategy is one of the factors that makes it possible to maintain the desired level of economic security of the enterprise. Economic security - this is the appropriate state of the company, which provides resilience to internal and external threats and is able to satisfy the needs of all counterparties of the company. Marketing strategy must respond to these questions: what kind of product is introduced into the market, in what assortment and at what prices; on what customer it is designed; what conditions must be created for the sale of goods at the planned level; what channels and in what volumes will be organized supply; what should be after-sales service and who has to do it; what economic results are expected by participants in the market and the costs for this are necessary. In particular, the enterprises should be oriented in their production activities to the consumers they serve, and not on their product assortment. The management strategy determines with which products, on which markets, with what volume it is necessary to enter for achievement of the set goal. In addition, the required level of economic security can be achieved through the most efficient use of resources, which are at the disposal of the enterprise, including, Enterprise skills, information, intellectual property, technology, etc., as well as the compliance with the main trends in its development to the main trends in the external environment. To ensure the efficiency of resource use and compliance of the company's activities with the needs of the market the crucial role played by the marketing strategy. The marketing strategy itself must provide information about current and prospective consumers, assess the competing products for different parameters, prepare and ground the decision about which products should be stopped, which products should be modified, which new products should be included in the nomenclature of products, predict the possible volume of sales of products, the price of realization, to make recommendations on presales and after-sales service, etc. The determined methodology of price setting, reasonable pricing policy, consistent implementation of a thoroughly substantiated management (marketing) strategy constitute the necessary components of economic security.

Implementation of effective management of the system of economic security of the enterprise (ESE) requires the development of a certain, interrelated with the company's development strategy, policy, which is the grounded criteria for the achievement of which contributes to ensuring the required level of security. To ground the stated objectives, it is necessary to identify a set of goals [10].

Achieving these goals is possible through the use of a certain set of tools (technical, organizational, information, financial, legal and personnel) through the implementation of clearly defined actions.

The research of peculiarities of social and economic processes in Ukraine during the last years gives grounds to state not just the complexity of the situation or critical aggravation of crisis phenomena, but the presence of a huge potential of macroeconomic instability, the formation of which has acquired extremely threatening tendencies. The decline in the volume of production, reduced purchasing power of the population, wide and unprecedented fluctuations in the exchange rate, on the background of an absolutely ill-conceived and non-rational policy of the government and the National Bank, created a tremendous uncertainty in the environment for the activities of enterprises. Under such conditions, managers and enterprises need to radically change approaches to the formation and implementation of management policy, constantly looking for opportunities to reinsurance of real and potential risks, which should be considered in a large measure as a reducing factor in their development. Orientation on the strategy becomes absolutely impossible, managers are forced to postpone long-term development plans, to switch to making decisions in an operative mode. All this interferes with the priorities of the policy of competitive development, determines inefficient use of limited resource potential, - and as a result, the further escalation of crises phenomena of internal origin.

It should be taken into account that under the conditions of economic instability, considerable uncertainty of the external environment, the threats are more destabilizing in nature, Their manifestation interferes with the ability of enterprises to effectively optimize internal organizational components, and thus the transition to a new quality of development.

Within the limits of the resource-functional approach, the research in the system of economic security of the enterprise is diversified, and the aim of its maintenance is the development of the enterprise and its stable functioning. It is important to note that the emphasis is placed not on the protective function, but on the active development potential of the enterprise through adaptation to the impact of real and potential threats. Thus, this approach in some way integrates a whole set of components that directly or indirectly recognize economic security of the enterprise. As for the protective approach, which at first glance could provide answers to the problems of instability, it in some ways ignores the possibilities of development through the activation of threats. Directing the forces on formation of policy of protection the enterprise can fall into the trap of self- destruction and loss of potential competitive advantages (fig. 4).

Given the instability of the business environment, it is important to effectively manage the EBE in the operational mode, which can be provided only in the presence of a comprehensive system of economic security management. Under the economic security of the enterprise is proposed to understand the continuous, systematic process, which involves the diagnosis of external and internal environment, planning, organization and implementation of measures to maintain stable operation of the enterprise in accordance with its strategic, tactical and current goals. in turn, through the most rational allocation and use of resources.

A fundamentally important aspect of building a system of economic security at the enterprise level should be the integration of the security function into the management system at all levels. It is necessary to clearly identify the centers of responsibility in this area, to build mechanisms for monitoring and assessing security threats according to a set of criteria that would ultimately assess the level of strategic security and make appropriate adjustments not only tactics but also development strategy. Management of the economic security of the enterprise should be a key component of strategic management [12].

In conditions of instability, the priority tasks of the policy of economic security of the enterprise should include: ensuring the effectiveness of mechanisms for determining and prompt adjustment of priorities in the enterprise, creating conditions

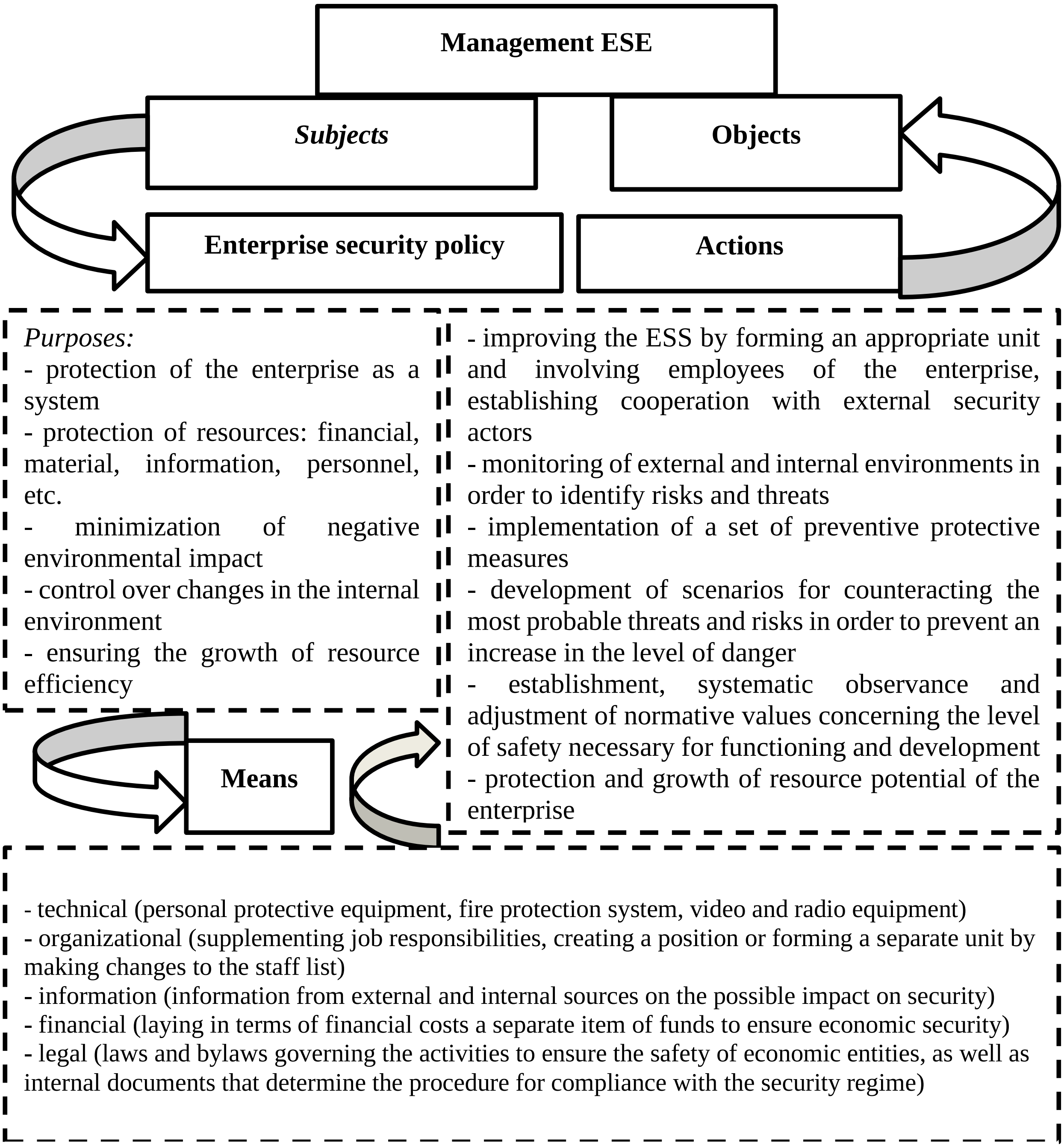

Fig. 4 The process of strategic management in the system of economic security of the enterprise

for their implementation; substantiation and development of a system of alternative solutions in the development of the enterprise, both in certain functional areas and at the strategic level; development of a flexible system of resource reservation, which would allow maneuvers in operational and strategic management modes and not overload the cost system; development of effective risk management mechanisms for the enterprise, an important component of which should be their forecasting and monitoring.

Orientation on the system of the mentioned priorities by no means accentuation of attention to the aspects of safety behavior of the enterprise. The question is mostly about the creation of possibilities of effective management, which requires a clear identification of components of the system of management of economic security of the enterprise, their internal organizational integration at different hierarchical levels.

Building a model system of economic security management requires effective implementation of appropriate management mechanisms in the general management system. This is one of the key tasks in solving the problems of economic security at the level of the enterprise. In this case, approaches to their implementation can vary dramatically with respect to the sectoral affiliation of the company, development trends, availability of resources, the specifics of a particular market, etc.

Whether an enterprise, which is based on a certain concept of development of a flexible system of management can effectively resist external threats in conditions of instability. At the same time, this does not give grounds to ignore the task of searching for mechanisms of management of its economic security, because, under such conditions, real and potential threats become an indirect object of management. Analysis of management processes under such a viewpoint opens up new possibilities for realizing the potential of the enterprise development through optimization of structure, improvement of business processes, increase of flexibility, possible diversification of activity. Guaranteeing the level of security necessary for the development of the enterprise is possible on the basis of the use and integration of strategic and tactical methods and techniques of management. Strategic management provides a stable development of the company in an unstable environment. We acknowledge that the security of economic security should be considered primarily at the strategic level. Moreover, practice shows that the successful financial and business activities of the company approximately 70% depends on the strategic orientation, up to 20% - on the effectiveness of operational management, and up to 10% - on the quality of implementation of current tasks. Since the economic security of the company is influenced by external and internal environment factors. The home of reactivation is the strategic thinking of the management subject and the strategic mode of functioning of the enterprise, that is why the methodology of economic security management of the company must be based on the provisions of strategic management, the concept of which emerged as a response to the challenges and threats of the environment: strengthening of its instability, openness, and complication of the simple structure of competitive relations.

We believe that the strategy of economic security of the enterprise can be understood as a long-term qualitative determination of the scope of secure development of the enterprise, and tactics - as the development and implementation of operational program of actions for identification, prevention and minimization of existing threats, the sources of which are external and internal environment of the functioning of the enterprise (fig. 5).

Strategic management of economic security will be considered as a set of specific management decision-making processes to ensure long-term safe operation of the entity, the choice of strategy and ways to achieve it and optimal use of resources that can ensure the implementation of the chosen strategy. The starting point for the development and implementation of strategic management of economic security is a clear relationship and subordination to the mission, goals and main parameters of the overall economic strategy of the enterprise, as economic security management should support the implementation of economic strategy aimed at ensuring competitive positions. To implement strategic management of the economic security of the enterprise it is necessary to establish a mechanism that should include: strategy selection, environmental assessment, creation of an evaluation system of structural components of the economic security of the enterprise, development of measures, methods of implementation and control, formation of necessary resources. In order to implement the chosen strategy, there is a need to develop tactics for its implementation, which includes specific ways and mechanisms to implement the tasks [5].

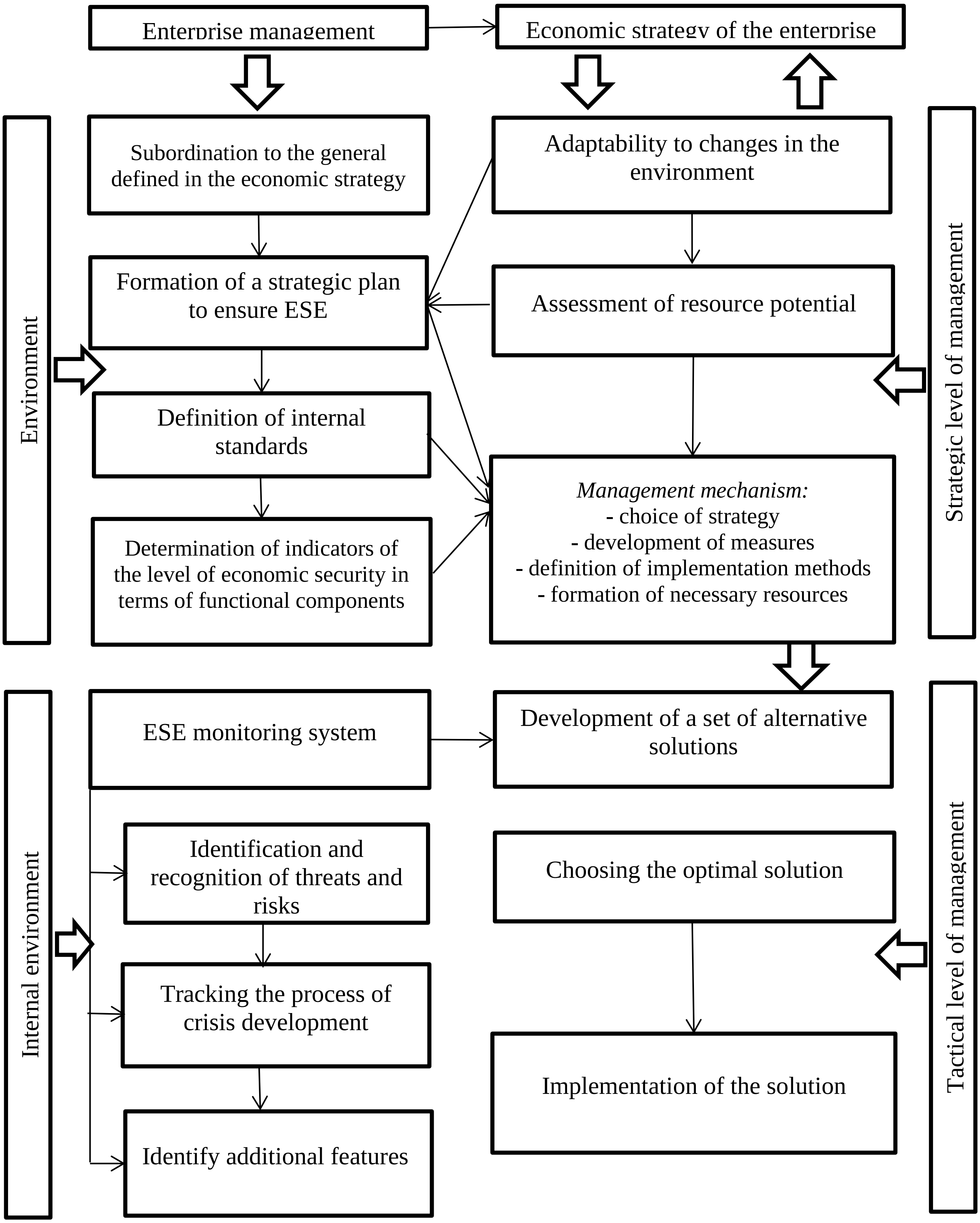

Fig. 5. Model of management of the economic security of the enterprise

The task of tactics is to choose the most effective in a given situation solutions, methods and techniques of management, and therefore it can be argued that the management of the economic security of the enterprise should be carried out at both strategic and tactical levels.

Tactical level is carried out on the basis of the development of several alternative scenarios of development of the situation and the calculation of integral assessment of economic security for each of them. After selecting the best tactics for ensuring economic security of the company is formed operational plan, which, in contrast to the strategic, includes not only performance criteria for current activities of the company, but also quantitative objectives. This assessment is one of the main tasks of monitoring the level of economic security of the enterprise and allows the analysis of inconsistencies between regulatory and achieved level of economic security of the enterprise, identifying new types of threats and adapting development plans.

The tactical level is focused both on rapid response to changes in the internal or external environment of the enterprise, and on the development of preventive measures. The main prerequisites for the success of the enterprise are found both inside and outside, that is, success is associated with the degree of adaptation of the enterprise to the external environment. Whether it will be sustainable, whether it will not lose the opportunities that arise in the external environment, whether it will be able to make the most of the opportunities provided - these are the main criteria for the effectiveness of the entire management system.

Mechanism of management of economic security of the enterprise is reasonably divided into the one that provides a transitional effect, and the mechanism of anti- crisis management. The transitional management of economic security of the company is the planning of strategies for its development, marketing, analysis, forecasting, planning the necessary changes and immediate response to events.

Anti-crisis management of the economic security of the company performs the implementation of such mechanism of strategic management, which ensures the rapid reduction of losses by means of non-directive reaction to the events [5]. Any management must be anti-crisis and must solve the task of influencing the problems, as well as the specific factors that lead to the emergence of crisis phenomena and processes. Processes and technologies of crisis management are characterized by the following features: mobility and dynamism of use of resources; use of program-value-based approach in the development and implementation of management decisions; increase of time constraints in the management process; assessment of the consequences of each of the possible to take management decisions, etc.

The development of the structure of the management mechanism in the system of economic security of the company is appropriate to perform on the basis of functional and resource approach that will allow: Recognize threats; Determine when, under what circumstances and at what stresses it is necessary to carry out an aggressive offensive (to realize counter-threats), use the evolutionary approach (the method of rational methodical preparation and gradual expansion of living space), use the method of adaptation or training (fig.6).

The management of the enterprise determines strategic issues related to the management of economic security of the enterprise. Based on this, the basic strategy is chosen. Further, the goal of creating a new functional unit - the security service of the enterprise, which to perform its main functions involves, if necessary, existing departments. The economic security service of the enterprise manages at the strategic, tactical and operational levels.

To ensure the efficiency of the mechanism, it is necessary to implement a system of monitoring of economic security of the company, which will allow: provide the management with timely and reliable information about the economic situation; diagnose and predict unsafe, destructive situations in the activities of the company for their quick and effective prevention, localization and liquidation; formulate key indicators of effective management; ensure uninterrupted and mutually supportive operation of all departments of the company. In the scientific literature distinguish these components of the mechanism of management: the totality of incentives, forces, tools, forms and means of regulation of economic processes and relations. In addition to those already mentioned [12].

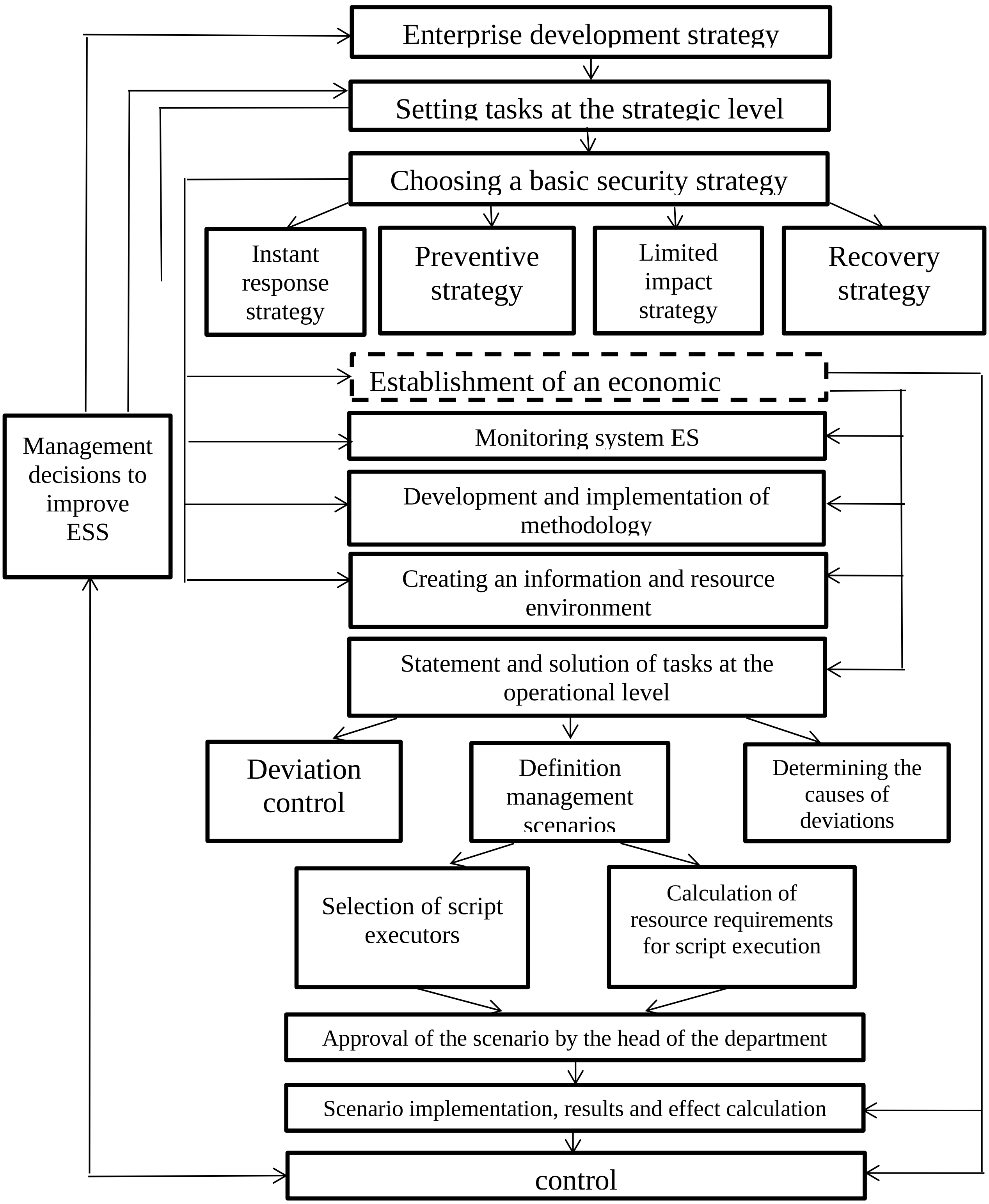

Fig. 6 Scheme of functioning of the management mechanism in the system of economic security of the enterprise

The development of an economic security management mechanism is individual for each business entity, which requires consideration of its strategic goals and the solution of a set of complex and multifaceted tasks. In connection with the latter principle, it is advisable to consider the constituent elements of the management mechanism of the economic security system (fig. 7).

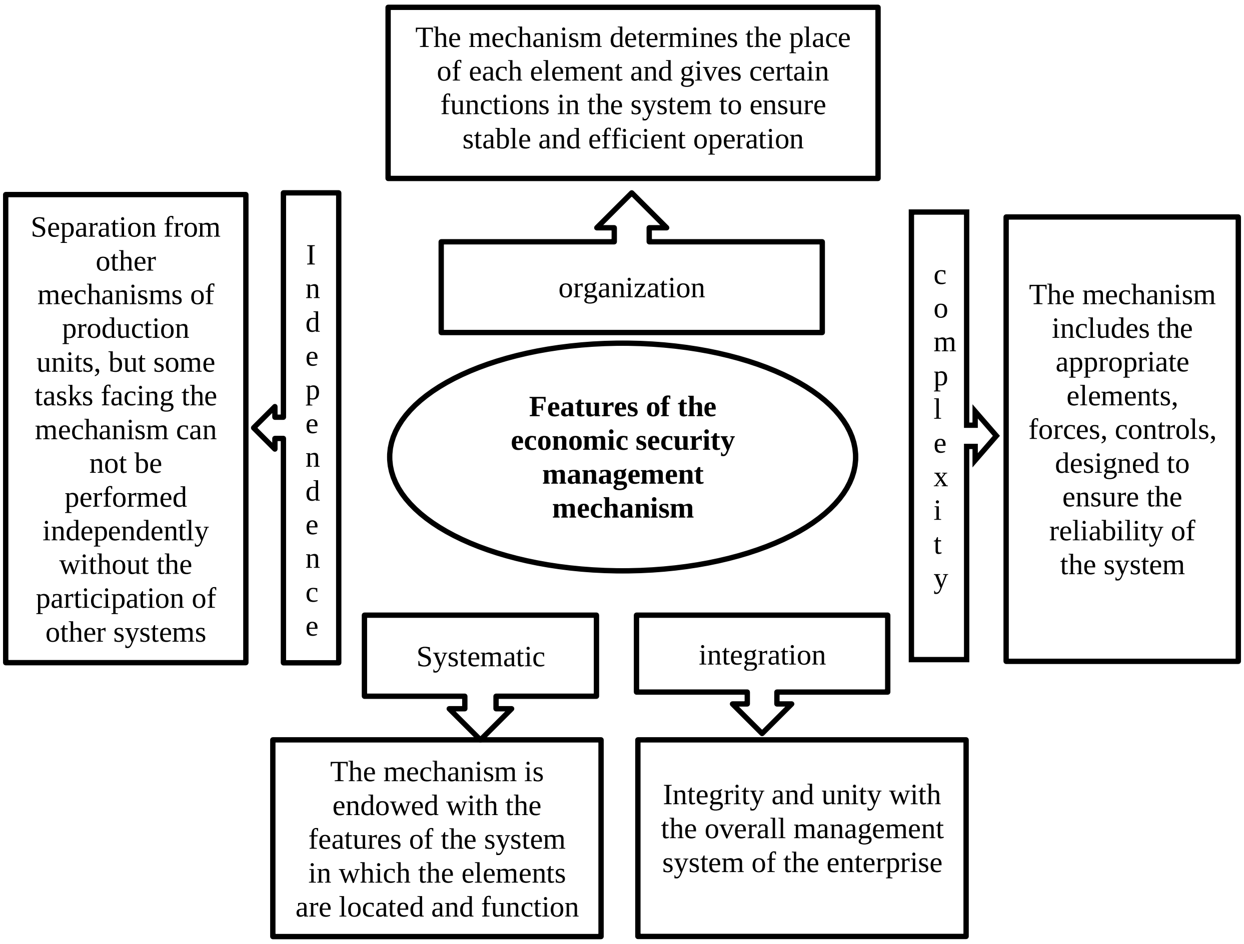

Fig.7. Features of the economic security management mechanism

The mechanism of management of the system of economic security of the enterprise must ensure that the immediate identification of various disadvantages, predicting their consequences, specifying methods of collection and delivery of information to the control center, which takes a decision on the further actions of the enterprise. Therefore, one of the most important elements of the system of corporate security is the mechanism of its security, which is a set of laws, legal norms, incentives and motives, methods, actions, forces and means by means of which attainment of safety goals and solution of set tasks is ensured [9].

The modern conceptual approach is based on 6 stages and allows a comprehensive assessment of the economic security of enterprises by means of a comprehensive indicator.

Stage 1: Identification of sources of insecurity and information base for assessing the level of economic security of the company (sources of insecurity and information base for the study are identified).

Stage 2: Selection and systematization of indicators of enterprise activity by functional components of economic security (indicators that characterize the economic activity of the enterprise, indicators related to the security of the enterprise are determined, as well as the procedure for their calculation). These indicators are systematized by functional components of economic security of the enterprise.

Stage 3: Comparison of actual and limit values of safety indicators and their distribution by safety zones, limit values of economic safety indicators of enterprises are compared with actual values. For the economic security of the enterprise is important not so much the indicators themselves as their threshold values. Security levels are used to determine the limit values. The distribution at the level of absolutely safe, safe, safe enough, dangerous is offered. The value of the complex safety indicator depends on the correctness of the established threshold values of indicators.

Stage 4: Development of a ball system of assessments for calculating the indicator of economic security of the company (a ball system is created, which allows to bring the values of various indicators to a comparable form. It is accepted that assessments of the indicators that characterize economic security vary in the range from 0 to 1, depending on the deviation from the limit value. Proceeding from this, the country, region or enterprise can be classified into 4 groups in terms of economic security:

1) absolutely safe when the main characteristic is equal to 1;
2) bakeless - 0.7 - 0.9;
3) safe enough - 0.5-0.6;
4) dangerous - 0-0.4.

If the deviation of the actual value from the boundary value is more than 100%, the given indicator is given a score of 0 points. In the case of fluctuations in the size of deviation from 0 to 100% for each 10% deviation from the boundary value, the score is reduced by 0.1 point).

Step 5: Determination of the average ball score for each functional component of the economic security of the company (convert the indicators of the levels of each of the components of economic security into indices of value according to the following formula:

$$O_i = \frac{1}{N_i} n_i \qquad (1),$$

where:

Oi - relative valuations of a certain component of the economic security of the company;

Ni - the number of levels of a certain functional component;

ni - number of the level of this functional component, depending on the most unpleasant of them inclusively.

For each of the components a score in the range from 0 to 1 is determined for each component of the economic security.

Step 6: Calculation of the complex indicator of economic security of the company on the basis of the average ballistic value (the significance of functional safety components is taken into account and the integral assessment of economic security is calculated as the average value of components according to the formula:

CIESE =di 1 × Oi1 +di 2 ×Oi 2 ...+di n ×Oi n (2),

where:

din - value factor for each criterion;

Oin - relative assessment of each of the criteria for ensuring economic security.

The closer it is to one, the higher the level of economic security.

The efficiency of activity of enterprises in the market economy is conditioned by the state of its finances in many ways, which leads to the need to consider the problems of ensuring the financial component of the enterprise. During the assessment of the level of security of the financial component of economic security is analyzed:

- financial statements and the results of the company's work (financial solvency, financial independence, structure and use of capital and profits);
- competitive status of the company in the market (the part of the market owned by the subject of management, marketing strategies, the level of technology and management used);
- market of securities (operating companies and value investors). Indicators of financial safety of an enterprise are the boundary values of such indicators: Coverage coefficient, autonomy coefficient, financial leverage, interest income maintenance coefficient, return on assets, return on own capital, average value of capital, indicator of company development, diversification indicators, profit growth rate, sales volume, assets, receivables and payables ratio, etc.

With the help of the converted coefficients you can get objective information about the financial activity of the company.

Assessment of financial security of the company should be carried out on the basis of the analysis of its financial stability. With this methodology the evaluation indicators will be the following:

Ec - surplus (+) or lack (-) of working capital required to form stocks and cover costs associated with the economic activities of the enterprise;

Et - surplus (+) or lack (-) of working capital, as well as medium- and long-term loans and borrowings;

Ep - excess (+) or lack (-) of total working capital.

With the help of the values of assessment indicators it is possible to identify the areas of financial stability and to determine the level of financial security of the company.

Technical and technological structure is a priority for industrial enterprises and is directly linked to the formation of the competitiveness of products.

To characterize these indicators it is suggested to use the following indicators, which characterize the technical and technological potential of the company: the part of the company's products that meets or exceeds the leading world analogues (Kp. products); part of technological equipment, which meets the world analogues (Kp.t); part of products of enterprises, which are protected by patents (Kpat.prod). Technical and technological safety can be assessed by four levels: absolute, standard, unsatisfactory and critical. If the indicator has an absolute level, then it is assigned a value of 4, the indicator is rated at 3, the indicator is rated at 2, and the indicator is rated at 1.

The technical and technological safety of the company is characterized by the following indicators:

1. Level of progressiveness of technologies: (number of progressive technologies used in the activities of the company; total number of technologies used in the activities of the company).
2. Coefficient of Fixed Assets Dependability:
3. Fondidnost:
4. The level of technical and technological base is subdivided:

a) absolutnaya bezpeka, yaksho Rt.b $\geq$ 0.75;

b) normal level, if 0.5 < Rt.b < 0.75;

c) unsafe level, if 0.25 < Rt.b $\leq$0.5;

d) critical level, if Rt.b $\leq$ 0.25.

The intellectual component of economic security characterizes the human and intellectual potential of the enterprise. The level of this functional component of economic security can be determined on the basis of the following coefficients:

- involvement of employees with high qualification, which can be calculated as the ratio of the number of employees who were dismissed to the total number of employees with the given qualification;
- is the ratio of their number to the total number of employees of the company;
- indicators of the efficiency (rationalization) activity - the ratio of the number of assets (improvements) in the ratio to the number of engineering and technical personnel or to the total number of employees of the company;

- the educational level indicator is defined as the ratio of the number of people who have higher (or specialized) education that meets the profile of the company to the total number of employees.

5. Plainness coefficient of the personnel:

Personnel efficiency can be: inefficient (costly), when this ratio exceeds 15% for the year; high (5 - 15%); normal, when the indicator is less than 5%.

6. The net weight of engineering and technical personnel and scientists:

Indicator of educational level: If this indicator is greater than or equal to 0.7, it is a high level; 0.4-0.7 is normal; less than 0.4 is low. (The average values for the last two indicators).

7. The environmental component of enterprise security characterizes the state of protection from real and potential environmental threats caused by man-made activities of economic entities while minimizing the negative impact of production activities of the enterprise on the environment and personnel.

The level of environmental safety of the enterprise is defined as the average value of individual indicators: the area of the territory it uses; area of landscape damage; area of energy-contaminated territory; area occupied by landfills; the actual concentration of pollutants in the water; maximum permissible concentration of pollutants in water; maximum permissible concentration of pollutants in the air; coefficient that takes into account the degree of damage to the landscape; coefficient that takes into account the intensity of energy pollution; a factor that takes into account the hazards of substances in waste; coefficient taking into account the danger of substances in water; a factor that takes into account the danger of substances in the air.

A good interpretation of the level of environmental safety of the company is carried out as follows:

-as Pecol = 0 - absolute environmental safety (when the accompanying emissions do not contain substances that pollute the air, water or land);

- as $0 < \text{Pecol} \leq 0{,}25$ - normal environmental safety (when the actual concentration of contaminants in the discharged water is within the limits of the permissible concentrations (MPC));

-as $0.25 < Pecol \leq 0.50$ - unstable environmental condition (when the actual concentration of pollutants by the majority of pollutants exceeds the MAC by no more than 50%);

-as $0.50 < Pecol \leq 0.75$ - critical environmental safety level (when the actual concentration of pollutants by the majority of pollutants exceeds the MPC by at least two times);

- as $Pecol > 0.75$ - ecological crisis.

8. Assessment of the level of information component of economic security is carried out on the basis of the analysis of indicators of use of information resources of the enterprise: information productivity, information security, protection of information resources.

The following coefficients are suggested as indicators of information security level:

a. coefficient of completeness of information (Kc.i), which is calculated as the ratio of the amount of information available to the decision maker (SMD) and the amount of information needed to make the informed decision; - coefficient of information accuracy (Ka.i) is calculated as the ratio of relevant information to the total amount of information available to the SMD;

b. coefficient of redundancy of information (Kr.i), which is calculated as the ratio of the number of irrelevant information for the decision-making process to the total number of irrelevant information to the total amount of relevant information.

The general level of information security can be determined by a specially developed scale: Gl.i > 0,7 - security level is high; 0,3 < Gl.i < 0,7 - security level is medium; Gl.i < 0,3 - security level is low.

9. The level of legal safety (S) is determined depending on the ratio of losses incurred by the company (both real and lost profits). As a result of violation of legal norms (N) and the total amount of losses (L), the inability of which is due to the activity of the legal service.

To assess the level of legal security, the following scale could be proposed: 0% loss - absolute legal security, 0-25% - normal legal security, 25-50% - unstable condition, 50-75% - critical condition, 75-100% - critical condition.

10. The level of the power structure is suggested to be estimated on the basis of an assessment of the probability of implementation of this type of threats. This probability can be calculated as the frequency of negative impacts in the past and current periods of activity of the enterprise or by means of expert evaluations. To do this, use the following indicators: the probability of costs, the amount of possible costs, own funds of the enterprise, revenue from sales, gross income, net profit.

We propose to carry out investigation of the market component similarly to the SWOT-analysis: external environment - opportunities and threats; internal environment - strengths and weaknesses of the company's activity. Influence of each of the specified factors on the market safety is evaluated by means of coefficients of confidence (from -1 to +1). Each of the factors is considered as evidence of the presence or absence of threats to the market safety of the enterprise. At that, capabilities and strengths are estimated from 0 to +1, and threats and weaknesses from - 1 to 0. The value of the coefficient of confidence reflects the level of confidence in the fact that the impact of the measured factor increases or decreases the level of market safety of the enterprise.

The value of the confidence coefficients is determined on the basis of the past experience of activity or by the expert method. Managers and leading managers of the company can act as experts. Received assessments are sequentially combined (an assessment of the next factor is added to the received summary assessment of two factors, etc.). Threats and weaknesses, take values from -1 to 0; opportunities and strengths, can be varied from 0 to 1.

There is another definition of the level of security of the economic security system. The essence of the method lies in the fact that the results can be presented in graphical form, namely on the graph "mirror", as well as the presence of a scale of the economic security of the enterprise depending on the values of the indicators: normal, when the indicators of economic security are within the limits of bar values, and the level of utilization of the available potential is close to the technologically based standards for loading of equipment and space; pre-crisis, when the bar value of at least one of the indicators of economic security is determined, and others are close to a certain range of their barrier values and without losing the technical and technological capabilities to improve the conditions and results of production by taking interim measures against threats; critical, when all the main (in the opinion of experts) indicators of economic safety and there are signs of irreversible production decline and partial loss of potential due to depletion of technical resources of equipment and facilities, reduction of staff; critical when all (or nearly all) barriers are broken, and partial loss of potential becomes imminent and irreversible. Variation of values of parameter Gl occurs in the range $0 \leq Gl.i \leq 1$ and these values are determined by the ratio:

Gl - is normal when $(1 + s)\ Gl.i < Gl \leq 1$,

Gl - pre-crisis, when $Gl.i \leq Gl \leq (1 + s)\ Gl.i$,

Gl - is the krizowe when $(1 - s)\ Gl.i \leq Gl < Gl.i$,

Gl - is critical when $0 \leq Gl < (1 - s)\ Gl.i$,

where s is the permissible deviation of the bar value of the indicator, which accepts the value, for example, $s = 0.15$.

Gl - the system of indicators of economic security of the company $i= 1,..., m$; Gl.i is the bar's normalized value of parameter Gl.

Financial component is a crucial functional component of the economic security of the enterprise, which requires constant monitoring. In the process of assessing the current level of security of the financial component of economic security is analyzed:

1) financial statements and the results of the work of the company - sustainability, financial independence, the structure and use of capital and profits;

2) competitive status of the company in the market - the part of the market possessed by the company, the level of technology and management used;

3) the state of the securities market of the company - operators and investors of securities, share price and listing and other available indicators [4].

From the system of indicators that characterize the state of financial performance of the company select those that meet the following requirements :

- be easy to calculate and comprehend. Accordingly, the values of indicators can vary from 0 (absence of financial safety) to 1 (the highest level of financial safety) through specially constructed mathematical formulas;
- be based on standard accounting and statistical reporting, operational accounting (internal system, internal corporate);
- to be prompt for an appropriate response to the state of financial security;
- characterize the quality and quantity of financial security in statistics and dynamics;
- completely and comprehensively cover all sides of the financial activities of the company, adequately reflect the financial activities of the company in the complex;
- characterize the sufficient depth of retrospective review of the state of financial security on the basis of constant monitoring;
- be those used in planning, accounting and analysis of the financial activities of the company.

Assessment of financial security of a business entity involves determining the level of profitability of the company, optimal structure and efficiency of using its capital, as well as setting the level of a number of other indicators, which reflect various aspects of financial and business activity.

The strategy of financial security management must take into account the whole range of information that is constantly changing, and take into account the potential opportunities for the development of the enterprise. The current situation, which is characterized by rapid economic changes in the country, requires new approaches to its study. Domestic enterprises, which function in the current conditions of management, are characterized by the following features: high dynamism of changes in the situation, the inevitability of each event in the process, the redundancy of the output information, unambiguous criteria for assessing the events and solutions, etc. The overall scheme of financial security management of the company should be a tool in the system of strategic management of the enterprise, which would, taking into account the objectives of activity on the basis of analysis of the financial condition and statistics of the development of the enterprise allows to consistently identify possible threats to its financial condition and regulate the activities of the company.

The strategy of financial security management must take into account the whole range of information that is constantly changing, and take into account the potential opportunities for the development of the enterprise. The current situation, which is characterized by rapid economic changes in the country, requires new approaches to its study. Domestic enterprises, which function in the current conditions of management, are characterized by the following features: high dynamism of changes in the situation, the inevitability of each event in the process, the redundancy of the output information, unambiguous criteria for assessing the events and solutions, etc. The overall scheme of financial security management of the company should be a tool in the system of strategic management of the enterprise, which would, taking into account the objectives of activity on the basis of analysis of the financial condition and statistics of the development of the enterprise allows to consistently identify possible threats to its financial condition and regulate the activities of the company.

An important condition for managing the system of financial security is also financial controlling, the purpose of which is to orient the management process to maximize profits and capital value of the owners while minimizing the risk and preserving the liquidity and ability to pay the company. In addition, it solves a number of functional tasks: coordination, financial strategy, planning and budgeting, budgetary control, internal consulting and methodological support, internal auditing and revision. Since the enterprise is a dynamic system, its financial security is not a static phenomenon, which causes the need for constant monitoring and effective management.

The term "control" has a Latin meaning. Control (from Fr. Control) - inspection or monitoring for the purpose of inspection. Control is necessarily related to the object of control. The object of control may be a material or non- material object, performance of any activity.

The most important factors for ensuring financial security are planning and control. In the economic literature these two important terms in the theoretical and practical aspects are presented quite widely.

At the same time, the role of control is only to ensure the preservation of assets, implementation of plans, that is limited to the main indicators of economic activity of enterprises. Under market conditions the role of control significantly increases, there are new positions - control of economic and financial security, which are not limited to internal control and require investigations of the impact on the safety of the enterprise and external factors.

The essence, role and significance of control in the scientific literature is investigated and argued by many scientists, among whom the greatest contribution to the development of the theory of control was made by Z. M. Borisenko, M.G. Bjelovy, M.T. Bilukhov, F.F. Butints, V.N. Kuzminski, V.V. Sopko, M.V. Kuzhelny, M.G. Chumachenko, O.O. Shpig. At different stages of economic development, control was studied as internal production control, financial and economic or financial and domestic.

From the point of view of domestic and foreign scholars, we came to the conclusion that the interpretation of internal control is quite diverse. Thus, some, considering the theoretical foundations of the system of financial and economic control, divide it into economic, financial, financial and economic and economic types. Others note that control should be divided into economic (economic), financial and financial-economic.

We believe that all approaches to the problem of control have the right to exist, but the important thing is, first, a systematic approach in which it is necessary to correctly formulate the goal, objectives, principles and elements of internal state control, and, secondly, the presence of the object and the subject of control, which include all the elements and principles of the above-mentioned control.

The system of financial control, as well as other types of internal control, is divided into the preliminary, current and subsequent control. In the economic literature these types of control are considered as a control for the time of its implementation and different subjects of control. Therefore, the essence of this division is considered as follows:

1. Establishment of advanced control on the part of the owner is to develop and approve all necessary documents (from the statute to internal documents), the decision about the staff of the governing bodies, the revision committee, the approval of the auditor.

2. Execution of the current control is carried out at the moment of implementation of the operation, determination of investment fund areas, etc. Interim control of decision-making must meet the interests of the owner. The owner may exercise the interim control on a periodic basis, if he/she is not employed by the company.

3. The following control includes a review of the annual report on production and financial activities, an assessment of the company's assets, a review of compliance with financial discipline, and an analysis of the financial situation.

The above views change the notion of internal and state control by external control. In addition, it is necessary to emphasize that all three types of internal management control are inseparable in essence and intimately related to each other, each arising from the previous one.

Such control is uninterrupted in the space of economic activity and in time. Especially it is important when organizing control of security of strategic marketing in the system of economic security of the company. The classification of types of economic security control that are used in the economy is shown in (fig. 8).

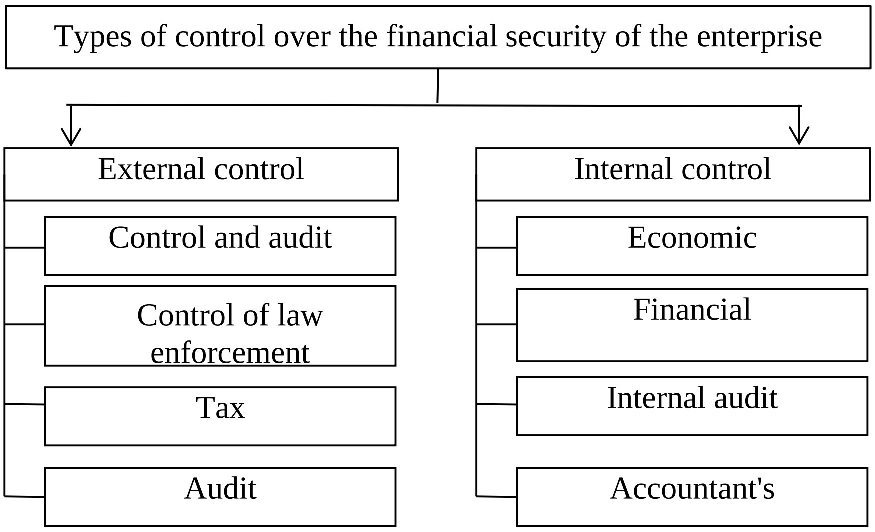

Fig. 8 Classification of types of control over the economic security of the enterprise

Classification of control on the preliminary, current and subsequent for all types of internal control is a kind of system. The function of the preliminary control is the development of the concept of control of the target, its parameters and standards, methods of flow control, indicators of measuring (evaluation) control of financial security of the company.

The function of the current control is to investigate the planned indicators of financial safety, their impact on the standard deviations, their changes, and to understand the causes of deviations. The function of the following control is the analysis of the results of deviations due to changes in the economic environment of the company's activity, study trends of changes in this environment and development of planned indicators of financial security for the next period.

Thus, control in the management of the system of financial security of the company is a continuous process of interconnected activities for planning, monitoring and analysis of the results of activities to ensure the management of the system of economic security of the company [13]. The results of the following control is a key link to the planning of financial security.

Taking into consideration the above-mentioned classification of control into the preliminary, current and subsequent, we can develop a model of planning and control in ensuring the management of the financial security system of the company (fig. 9).

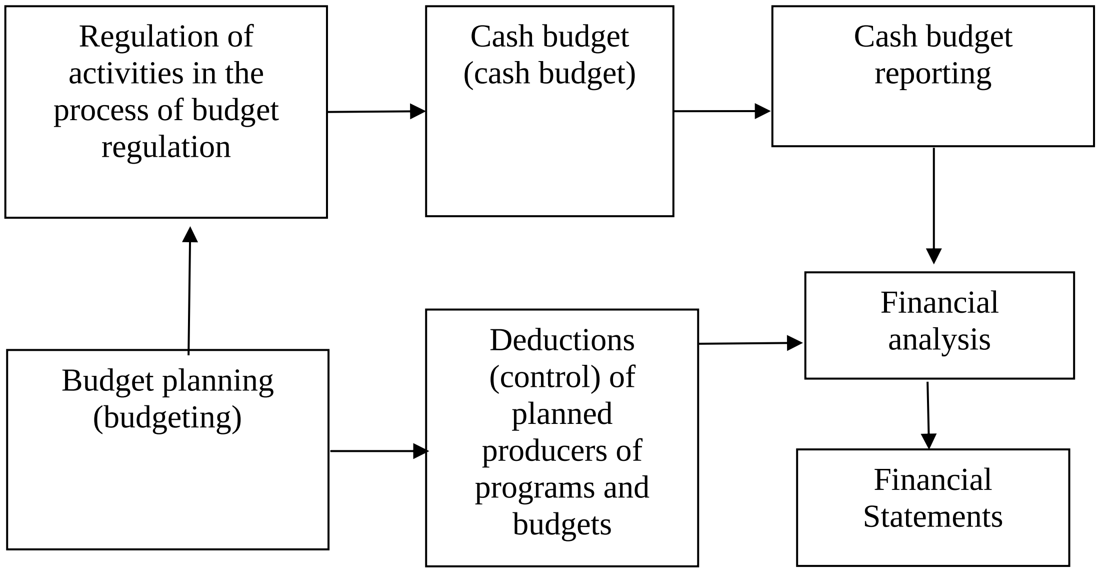

Fig. 9 Planning and control in ensuring the management of the financial security of the enterprise

The basis of the above model is budgeting - the process of planning the future activities of the company for the budget period (usually a year with a breakdown by quarters, months) and registration of its results in the form of programs (plans) of the main indicators of activity of the company: volume of implementation and production, budgeting (kosttorisy) of financial income and expenditure; costs of materials required for production, the cost of paying employees, the cost of maintaining the management apparatus and the cost of sales. Programs and budgets are developed in the breakdown of structural divisions of the company and are summarized in a single consolidated program of activities. The budget is divided into financial and operational, which constitute the main budget.

The research allowed us to formulate the budgeting goal, which includes:

the budgeting process includes: ensuring current planning; ensuring coordination and cooperation of enterprise units in order to use the capabilities (capacity) of the enterprise; substantiation of expenses of divisions and the enterprise as a whole; calculation of budget and cash estimates (cash inflows and outflows); establishing personal responsibility of the head of the structural unit of the enterprise (center of responsibility for compliance with plans and budgets), as well as to develop organizational conditions for the implementation of budgeting, which included: analysis of the organizational structure of the enterprise; development of a system of financial responsibility; development of an internal reporting system; training of administrative staff of the enterprise and structural subdivisions; determination of the list of budgets of the enterprise, including budgets of special indicators of financial security of the enterprise.

One of the most important of these budgets is the cash flow budget, which ensures the balance of cash inflows and outflows on a monthly basis and in total for the year; development of forms of tables of budgets and implementation of software support. In addition, it is proposed to develop financial budgets: the budget of capital investments; budget for deposited funds; budget of cash flow - a planning document that reflects the future inflows and payments of cash funds - one of the most important budgets for ensuring financial security.

Operational and financial budgets consist of the budget balance sheet, which contains information about the future financial status of the company, which is expected as a result of the planned operations and the budget statement on the flow of cash. The two forms are components of financial statements.

Budget indicators of these forms constitute the planned indicators of financial security of the company, and the forms of financial statements are the actual indicators of financial security. Excess profitability is the result of the activity of the management of the company, and the center of responsibility is the head of the company.

One of the variants of our proposals is the proposal to combine the management of budgeting and financial security system in the company, the financial director or the head of the financial security department.

Development of budgets is recommended to divisions and departments of the company, which coordinate them between themselves, control or execute. The budget of the company must be reviewed by the Budget Committee (Board of Directors) and approved by the General Manager.

Modularly, budget management can be presented in the form of the following scheme: Diagnostics - Proposal - Implementation. At the stage of diagnostics the analysis of internal and external risks and threats is carried out; cost planning, etc.; analysis of the management of receivables and payables.

At the proposal stage, financial planning, preliminary budgeting, their coordination with other budgets, and approval of budgets are carried out. At the implementation stage, the approved budgets are submitted to the divisions and control of their implementation. The study showed that the budgets allow to separate the total amount of deviations of actual indicators of financial safety from the planned ones (net income, growth of individual capital of the company, growth of debitors' liabilities, etc.), as well as indicators that characterize purely financial safety (financial stability, solvency, etc.).

The deviation of actual costs from the budget arises as a result of three factors: changes in the volume of sales of products (goods) and services; changes in prices for resources; changes in costs per unit of production, and deviations from the budget of cash assets, most likely, are caused by the devolving of funds for the purchase of surplus stock, deficiencies in the management of debitors' receivables, depletion of funds for unplanned operations (fines, penalties, etc.).

The link between planning and control is an attribute of almost all operations in the management of the system of financial security of the enterprise. The function of the budget - the flow of cash assets, which is composed of ensuring all planned and actual payments required in the current period, as well as the growth of cash income, sufficient for stable development of the enterprise in the medium and long term perspective.

The result of planning is an official declaration of intent, while the control deals with the deviation from the plan. Control is to ensure the best use of resources for the satisfaction of services.

The generalized model of planning and control is shown in fig.10

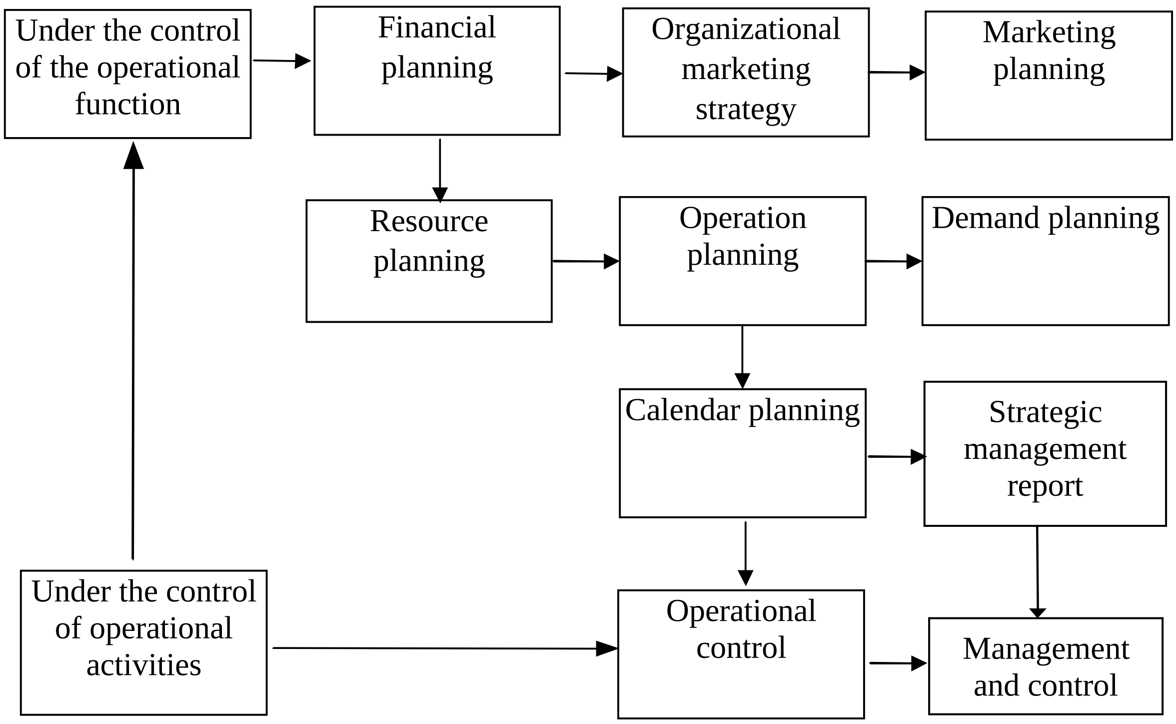

Fig. 10. Generalized model of planning and control

This model of the relationship between planning and control in ensuring the management of the financial security of the enterprise involves the implementation of operational functions, taking into account strategic decisions made at higher levels of the enterprise and decisions made by other functions such as marketing and finance. These decisions are not subject to operational function, but it is able to exert some influence on them.

It should be noted that the main generalizing indicator of the management of the financial security of the enterprise in a market economy is the increase in capital of the enterprise in an amount sufficient for the development of the enterprise. Therefore, solving the problem of capital growth is very important because it proves the need for the formation and development of science on financial security management system of enterprises, and therefore the study of the role and place of each function in management involves decomposition of both the system and its functions.

Accordingly, the function of control should be regarded as a component of the management system, and as a system that includes other components. One of such effective control components, in our opinion, is controlling.

Controlling in the system of economic security of the enterprise is an important means of effective functioning of strategic marketing in the system of financial security of the enterprise because: provides management and shareholders with necessary information for management decisions by integrating collection, processing, preparation, analysis, interpretation; ensures the survival of the enterprise at the levels of strategic and tactical management; contributes to the optimization of the dependence "revenue - costs - profit". Thus, controlling is a special self-regulatory system of methods and tools, which is aimed at functional support of the management of the financial security of the enterprise and includes information support, planning, coordination, control and internal consulting. Controlling is based on the system of cost rationing, determining the relationship between sales, costs and profits, the amount of time spent on production, machine operation and management of other indicators that characterize the level of use of financial resources of all kinds.

Financial controlling is focused on the functional support of strategic management, which focuses the management process on maximizing the profit and cost of capital of owners while minimizing risk and maintaining liquidity and solvency of the enterprise.

Financial controlling solves a number of functional tasks: coordination, financial strategy, planning, budget control, internal consulting and methodological support, internal audit and audit.

Depending on the functions performed and methodological support, we divide financial controlling into strategic and operational, as well as identify specific methods of controlling: break-even point analysis; benchmarking; cost analysis; portfolio analysis; SWOT - analysis (analysis of strengths and weaknesses); ABC analysis; methods of financial forecasting (expert, extrapolation, etc.).

There are methods of financial forecasting, which include: the implementation of strategic and operational controlling functions, early warning and response system, long-term planning and budgeting are largely based on financial forecasts. We have identified three main groups of forecasting methods: subjective (expert) methods of determining forecast indicators; causal forecasting; extrapolation methods.

One of the important methods of strategic management is the analysis of Strengths and Weakness, as well as opportunities and risks.

Based on the results of the analysis of the endogenous environment, recommendations are developed for: elimination of existing weaknesses; effective use of existing potential (strengths). As a result of SWOT analysis of the exogenous environment, there is a positive and negative impact on the company from the outside [9]. Based on this, proposals are made regarding: neutralization of possible risks; use of additional chances [14].

The concept of strategic management forms the basis of strategic thinking and is manifested through a number of characteristics in its implementation, in particular:

1. It is based on the integrated interaction of systemic, situational and targeted approaches to the functioning of the enterprise, as the use of only one of the outlined approaches does not allow to achieve the set goals and results.

2. Focuses on the study of the environment in which the company operates. This allows to form appropriate to such an environment systems and mechanisms of strategic management.

3. Emphasizes the need to form and use strategic information databases. Analysis, interpretation and their use for the formation of strategic goals and decision-making allows to determine the content and possible sequence of actions for change in the enterprise by reducing the uncertainty of the situation.

4. Gives the opportunity to make predictions about the consequences of potential decisions, influencing the situation through the redistribution of all types of resources of the enterprise, establishing effective relationships and developing principles of strategic behavior of staff.

5. Provides for the use of certain tools and methods of enterprise development (goals, "goal tree", strategies, "strategic set", strategic plans, projects and programs, strategic planning and control, etc.).

In determining the system of objectives of financial security management should use a comprehensive approach to reflect the economic capabilities of the enterprise in accordance with changes in the competitive environment. by constructing a "goal tree" fig. 11, which sets specific measured goals that underlie certain activities.

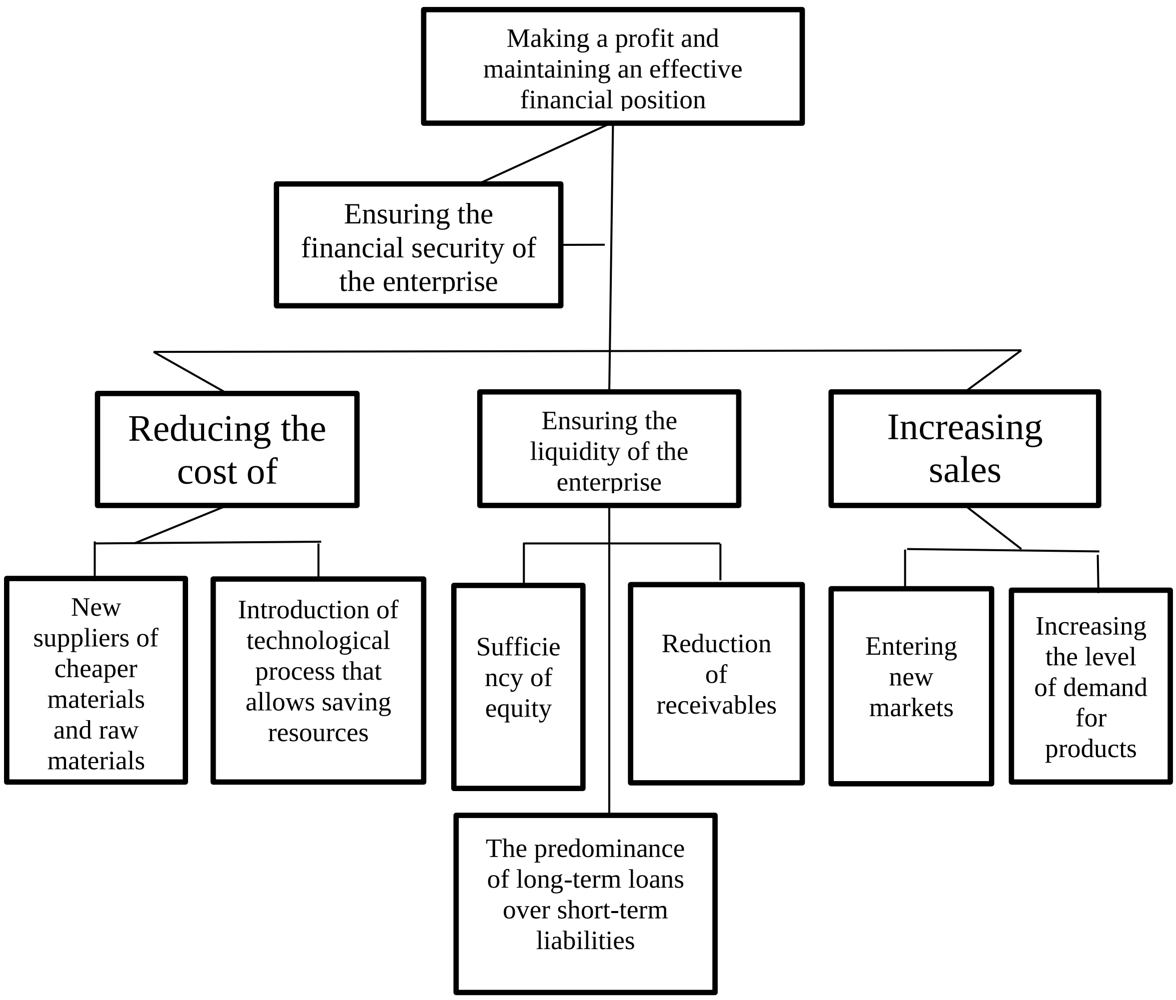

Fig. 11 Target orientation of the enterprise