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## ECONOMIC SECURITY OF THE ENTERPRISE: TOOLS

### ЕКОНОМІЧНА БЕЗПЕКА ПІДПРИЄМСТВА: ІНСТРУМЕНТАРІЙ

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*The article analyses the directions of neutralization of the most significant threats to the economic security of the enterprise. It is determined that the basic principles of construction of the mechanism of economic security of the enterprise are: purposefulness, vertical subordination, accounting of diversity of interests of subjects of the enterprise at all levels of the hierarchy, information security, continuity, feedback, organization and consistency, legality.*

**Key words:** *economic security of the enterprise, threats, tools, financial security, directions of neutralization of threats.*

*У статті проаналізовано напрямки нейтралізації найбільш значимих загроз економічній безпеці підприємства. Визначено, що основними принципами побудови механізму економічної безпеки підприємства є: цілеспрямованість, вертикальна підпорядкованість, облік різноманітності інтересів суб'єктів підприємства на всіх рівнях ієрархії, інформаційну безпеку, безперервність, зворотний зв'язок, організованість і узгодженість, законність.*

**Ключові слова:** *економічна безпека підприємства, загрози, інструментарій, фінансова безпека, напрямки нейтралізації загроз.*

**Formulation of the problem.** Current economic conditions necessitated changes in business strategy development, and therefore the first priority is to develop appropriate tools to ensure economic security. In terms of Ukrainian reality, any company needs this transformation management system that would implement a program of economic growth, increased economic security by creating a flexible response to external and internal threats to business development. As the accumulation of knowledge and experience was formed position according to which the instruments providing economic security must begin not with the diagnosis of its financial situation and the implementation of emergency measures to prevent the failure, and the choice of the mission, setting goals, forming and maintaining the proper level of strategic potential capable of for a long period to ensure competitive advantage in

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both domestic and foreign markets. This leads to the need to develop tools for informed choice of safe business development strategy. In terms of targeting enterprises to maximize profits is a problem optimizing the structure of assets and sources of its formation, which in turn requires improving diagnostics in the implementation of various business development strategies.

**Analysis of recent research and publications.** In recent decades, economic security issues devoted a significant amount of scientific research Ukrainian scientists: Avanesova N., Chuprin Y., Matskiv V., Gryshova I., Oksana V., Mityay O., Kuzhel V. General theoretical and methodological problems of economic security and considered in others.

However, it should be recognized that despite increased attention from domestic and foreign researchers to these problems, a number of theoretical and practical nature related to the development of instruments ensuring economic security, adapting methods of economic diagnostics to the study of limit values and definitions economic security, remain poorly understood. This problem requires further study the formation mechanism of economic security when implementing different strategies of the enterprise. This approach has determined the choice of goals and objectives, object and subject of study.

**The purpose of the article.** The article is to study key areas neutralize threats economic security identified on the basis of quantitative evaluation.

**Main results of the study.** Currently, the problem of economic security to the fore because of its solution depends on growth of the company. As a result, before the majority of Ukrainian enterprises is the problem of creating a system of economic security that can provide reducing threats of enterprises from the effects of internal and external factors.

Enterprise economic security determines the company's ability to develop, increase its competitiveness and the competitiveness of its products, sustain its position on competitive markets, and also characterizes the strength and economic potential of enterprises to counteract the negative impact of external and internal environment. At the same time, the company's economic security mirrors the conditions of its security against any threats that are achieved due to the use of existing and potential resources of the company in order to ensure its safe operation in the long run. [1; 2]

The system of economic security is a combination of elements that protects tiered pyramid objects of economic security, the foundation of which is the material base, staff and company resources. The block structure of the capital of the company forms its financial condition characterized by a certain level of liquidity and financial stability, which in turn is determined by dependence «volume - cost – profit». Thus, the pyramid is a kind of enterprise architecture within which the movement of material and financial resources, which in turn can cause certain internal threats and associated risks of doing business. The top of the pyramid shows that economic security elements of the system are: enterprise architecture («centres of responsibility») information flows between the centres of responsibility; time management decisions to signals that occur in the system of economic security, processes and methods of exposure to threats. Target setting system of economic security is levelling the negative impact of external and internal threats and the preservation of property, it includes the objectives, principles, diagnostics, business development strategy, tools and mechanisms to ensure economic security. The main goal of such a system is that it is preventive in nature, and the main criteria for assessing its safety and efficacy are: - to ensure the stable operation of the enterprise, conservation and enhancement of financial and material assets; – prevention of crises, including various emergencies, related to the activities of «external» and / or «internal» enemies. Economic Security Company – a stable state of its protection from the negative impact of external and internal threats destabilizing factors, which ensured stable implementation of major commercial interests and goals statutory activities [4].

Under the threat of economic security means a series of factors and conditions that endanger the proper functioning of economic entities in accordance with their goals and objectives. Identified the most significant, according to experts, economic threats safety (table. 1).

The most significant threat to economic security

<i>Level</i>	<i>Threat type</i>
high	low professional level executives, the outflow of skilled personnel, low competence of personnel, poor accounting and analytical work, lack of control, choice unreliable partners and investors ditch, low liquidity and solvency and losses of economic activity, insufficient working capital, low level of financial stability, economic crisis, low technical and technological level of production, lack of innovation, corruption and abuse of power, instability and the political situation, changes in legislation affecting the conditions of economic activity, fraud and theft
secondary	violation of labour discipline, absence or presence of a formal planning system, lack of credit, lack of markets, poor marketing, inflation, rising energy prices, living standards, violations of the preservation of trade secrets, information espionage, the presence of a huge number of documentation and approvals, lack of information technology in accounting and analytical work, poor business reputation, competitive intelligence penetration, high age level of fixed assets s, illegal actions of criminal organizations, the possibility of hostile takeover
low	lack of job descriptions, unemployment, failure of computer equipment, the lack of a hierarchical system of access to information, lack of communication between units and individual workers of the enterprise, accidents, fires, interruptions in power supply, water supply and heating, lack of transport and logistics infrastructure, low corporate culture, lack of identification and resolution of conflicts, lack of career development, the difference in wages apparatus management ting and basic categories of workers, the prevalence of the number of staff over the conduct of the main categories of workers, poor processing of contractual relations, the low level of legal culture among employees, strikes

Interpretation of the term «financial support» comes down to the statement that the formation of the theoretical foundations of the essence and the economic nature of financial support is a result of the achievements of several generations of scientists, each of whom invested a significant contribution to the development of the theory of the studied concept. This allowed us to analyse the term «financial providing» and to summarize the existing approaches in the light of the activities of the agricultural sector. In terms of functionality we found that financial support as a phenomenon can be seen in the context of its unique significance in the development of the economy [3].

Based on the study and quantitative we assess economic security threats reign of their neutralization. To do this, for each block identified the three most significant threats and developed a list measures to reduce and neutralize them (table. 2).

It should be noted that the effectiveness of security policies is only at the proper level when its implementation will be the result of joint activity of employees of the organization that can understand all aspects of it, and managers can influence its implementation. The company can invest huge amounts of money to provide security from external threats, protection of trade secrets information systems, but die because of internal reasons, for example because of the incompetence of senior management of the enterprise or the lack of understanding between staff and management. As the data quantitative assessment of threats to economic security forces, the main ones are internal, so we believe that the basis of their neutralization is quality built enterprise management system and efficient working staff, loyal to the company. Top management organization forms the principles of norms, rules of recruitment, organizational structure, and corporate code. But the difficulty is that the cause of significant threats of this nature is the psychological and professional incompetence of leaders, managers or significant discrepancy professional requirements. During the study found that most people want to work fine, but how they are actually, in many respects depends on the manager.

Efficient agricultural enterprises activity is predetermined by the right choice of strategic guidelines in realization of this sector potential. Foreign trade has become the basis for the economic growth strategy and development of enterprises in the food sector and agriculture. Strategy of agrarian sector development in Ukraine till 2020 sets the priority areas for practical effective use of agricultural sector potential that guarantees solving the major problems in foreign economic activity of agricultural enterprises [5].

Table 2

Directions neutralize the most significant threats to economic security

<i>Elements</i>	<i>The most significant threat</i>	<i>Directions neutralize threats</i>
Safety Management System	low level of professional managers; the outflow of qualified personnel; low competence of staff	training, development of competences and their evaluation for the administrative staff, the creation of «personnel reserve», development of individual allowances for highly qualified staff
Financial security	choice unreliable partners and investors; low liquidity and solvency; shortage of working assets	test goodwill and assessment of the financial condition of partners and investors of the company; control maturity schedule of receivables and payables; monitoring of stocks and their valuation; review the dividend policy to stimulate the inflow of equity
Informational security	violation of trade secrets; the presence of a huge number of documentation and approvals; Low goodwill	creation of the security services; develop a system of access to information; ordering and timing circuits passing through the documents of the enterprise; advertising activity; participation in social and charitable programs of the region; contractual obligations
Process safety	age high level of fixed assets; low technical and technological level of production; lack of innovation	sale or disposal of obsolete and outdated equipment; introduction of new innovative production technologies; Tracking innovative projects by organizing special competitions, grants for young scientists and inventors; Search innovators production within the company through financial incentives for workers
Organizational and technological safety	a significant difference in pay of management personnel and employees; the growth of the administrative apparatus; corruption and abuse of official position	establishing allowable difference in salaries of managers and employees; optimize the structure of personnel; termination feasibility of corrupt practices by the security company; the creation of "trust accounts" through which information about the abuse of power can go directly to the head and business owners
Legal security	unstable political situation; frequent changes in legislation; illegal actions of criminal structures (raiding) theft	choose a differentiated system of production, not related to the influence of the political situation; tracking changes in the law; organization of counter possible raider seizure; establishing a system of limits and norms of consumption of resources and the signalling system of a possible overrun of

An equally important factor affecting the effectiveness of security policy, it is the willingness of staff to fulfil its requirements, bringing to each of its responsibilities for maintaining security regime.

**Conclusions.** The mechanism of economic security is a scheme of action to neutralize internal and external threats of business by aligning the economic interests of the owners, staff and external interacting parties. Structure practical mechanism aimed at solving the problem of the transition to a higher level of economic security business in various combinations of resources, the use of differentiated tools and implementation of measures secure business development. Basic principles of the mechanism of economic security are: focus, vertical subordination, account interests of diversity on all levels of the hierarchy, information security, continuity, feedback, organization and coherence, legitimacy.

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## МАРКЕТИНГОВІ ЗАХОДИ ЩОДО ПІДВИЩЕННЯ РЕЗУЛЬТАТИВНОСТІ РЕАЛІЗАЦІЇ ОВОЧЕВОЇ ПРОДУКЦІЇ

## MARKETING MEASURES TO INCREASE THE EFFECTIVENESS OF SALES OF VEGETABLE PRODUCTS

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*В статті досліджено особливості формування діяльності окремого підприємства, що функціонує в умовах ринку овочевої продукції Харківської області, зокрема, на ринку огірків, визначено основні результати за політиками на основі дослідження складових інструментів маркетингової діяльності, а також на засадах маркетингових заходів запропоновано рекомендації щодо змін в політиці товаророзподілу та збуту, що дозволить виробнику підвищувати рівень дохідності та збільшувати ринкову частку, що є основними показниками конкурентоспроможного розвитку підприємства.*

**Ключові слова:** ринок овочевої продукції, маркетингова діяльність, конкурентоспроможність, результативність.

*The article investigates the peculiarities of forming the activity of an individual enterprise operating in the conditions of the vegetable market of Kharkiv region, in particular, in the cucumber market. distribution and sales, which will allow the manufacturer to increase profitability and increase market share, which are the main indicators of competitive development of the enterprise.*

**Key words:** vegetable market, marketing activities, competitiveness, efficiency.

**Постановка проблеми в загальному вигляді.** Позиція підприємства та його продукції на ринку визначає поведінку підприємства при провадженні своєї поточної виробничо-комерційної діяльності. В будь-якому разі, ефективність діяльності оператора ринку будь-якого рівня оцінюється за результатами реалізації його продукції та обсягами отримання прибутку [4]. Тобто, саме ці показники ілюструють успішність поточної маркетингової політики підприємства, збутові характеристики його продукції та результативність фінансового менеджменту підприємства.

**Аналіз останніх досліджень і публікацій.** Питання позиціонування товару є досить добре проробленими, як теоретично, так і практично. Існуючий інструментарій визначення маркетингової позиції того чи іншого товару на ринку цілком покриває конкурентні, цінові, якісні та виробничі аспекти, що характеризують позицію товару на ринку, його збутовий

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