

UDC 658.8:330.3:330.341

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MANAGEMENT AND LEGAL ASPECTS OF ECONOMIC SECURITY OF ENTERPRISES IN THE PROCESS OF INNOVATION

Abstract. Today, the activity of innovatively active enterprises is a rarity in our country, and it never need support and stable operating conditions. However, a number of negative, both external and internal factors and threats significantly destabilize the state of functioning of innovatively active enterprises in Ukraine. In pandemic, their influence has only increased and requires decisive management decisions that would guarantee the safety of business for these enterprises. For the effective implementation of security policy management of the activities of innovatively active enterprises, an effective mechanism is needed, which should include proper resource provision. It is impossible to carry out effective business security and implement planned management decisions without the proper amount of resources. The importance of resource support for business security management of innovatively active enterprises is proved, taking into account legal aspects. It has been established that the efficiency of the financial and economic activity of an innovatively active enterprise depends, first of all, on a certain set of resources at the disposal of the given enterprise. Resources are always limited, so each innovatively active enterprise must determine which goals will ensure the most productive use of these resources. The main factor in the development of enterprises on the verge of the fifth and sixth technological modes is the ability to ensure the flexibility of the production and management process and the relationship between the quality of technology development and active innovation. The purpose is to form the choice of the type of business security management in the innovation sphere under the influence of COVID-19, taking into account legal aspects. The research methodology includes methods of graphic display,

abstraction, analysis and synthesis. The main research method was expert research. As a result, a characteristic-meaningful matrix was formed with each type of business security management.

Keywords: innovation, security, economic security, enterprises, management.

JEL Classification O31, O32

Formulas: 0; fig.: 3; tabl.: 3; bibl.: 15.

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УПРАВЛІННЯ І ПРАВОВІ АСПЕКТИ ЕКОНОМІЧНОЇ БЕЗПЕКИ ПІДПРИЄМСТВ В ІННОВАЦІЙНОМУ ПРОЦЕСІ ДІЯЛЬНОСТІ

Анотація. Сьогодні діяльність інноваційно активних підприємств — велика рідкість у нашій країні, оскільки ніколи немає підтримки і стабільних умов роботи. Однак низка негативних як зовнішніх, так і внутрішніх чинників та загроз суттєво дестабілізують стан функціонування інноваційно активних підприємств в Україні. В умовах пандемії їхній вплив тільки посилюється і вимагає вжиття рішучих управлінських рішень, які гарантували б безпеку бізнесу для цих підприємств. Для ефективного здійснення управління безпековою діяльністю інноваційно активних підприємств потрібний дієвий механізм, який повинен включати належне ресурсне забезпечення. Без достатньої кількості ресурсів неможливо забезпечити ефективну безпеку бізнесу і реалізувати заплановані управлінські рішення. Обґрунтовано важливість ресурсного забезпечення для управління безпекою бізнесу інноваційно активних підприємств з урахуванням правових аспектів. Установлено, що ефективність фінансово-господарської діяльності інноваційно активного підприємства залежить, перш за все, від певного набору ресурсів, якими володіє дане підприємство. Ресурси завжди обмежені, тому кожне інноваційно активне підприємство повинно

визначити, які цілі забезпечать найбільш продуктивне використання цих ресурсів. Основним фактором розвитку підприємств, що перебувають на межі п'ятого і шостого технологічних укладів, є можливість забезпечити гнучкість виробничого та управлінського процесу і взаємозв'язок між якістю розроблення технологій і активними інноваціями. Мета дослідження полягає у формуванні вибору типу управління безпекою бізнесу в інноваційній сфері під впливом COVID-19 з урахуванням правових аспектів. Методологія дослідження включає методи графічного відображення, абстракції, аналізу і синтезу. Основним методом дослідження були експертні дослідження. У результаті була сформована змістовна матриця для кожного типу управління безпекою бізнесу.

Ключові слова: інновації, безпека, економічна безпека, підприємства, управління.
Формул: 0; рис.: 3; табл.: 3; бібл.: 15.

Introduction. Resources play an important role in the functioning of any enterprise. In the conditions when the management of the enterprise conducts active measures related to innovations and innovative technologies, the volume of resources occupies a key position in their activities.

As the chief object of economic security, the efficiency of the financial and economic activity of an innovatively active enterprise depends primarily on a certain set of resources at the disposal of this enterprise. Resources are always limited, so each innovatively active enterprise must determine which goals will ensure the most productive use of these resources.

Consequently, providing innovatively active enterprises with resources is one of the major indicators of the functioning of an enterprise. The activity of resource support for innovation is a constant and continuous process that is focused on a long period of time. One of the important tasks of resource provision is a constant increase in the innovative potential of the enterprise and ensuring the safety of the business. Resource provision is one of the most important functions, the implementation of which affects the level of development of economic entities, the efficiency of their functioning and provides for the interaction of all elements of regional reproduction.

It should be noted that any management decisions involve the implementation of interrelated actions aimed at obtaining the information necessary to ensure the security of the enterprise's business, in order to develop adequate protective measures. All those actions that are performed by specific security principals require the use of the necessary resources.

Investigating a variety of scientific sources [1—6], which are devoted to the analysis of the resource provision of business security processes, we came to the conclusion that the main resources of the security policy management process by the activities of innovatively active enterprises are the following:

1. Financial resources. Financial resources of innovatively active enterprises are one of the most important types of resources in the process of managing the security policy of activities. With the financial support of any enterprise, monetary relations arise with third-party organizations, banks for payment for scientific and technical products, contractor works, supplies of materials and components, equipment, settlements with founders, government bodies, and the workforce. Basically, the financial resources of an innovatively active enterprise are those monetary incomes and receipts that are at the free disposal of the management, and the appointment, if necessary, to fulfil financial obligations, and in the form of expenses to ensure expanded reproduction and achieve economic effect. In addition, financial resources allow not just how to expand the ability to ensure security and implement security policy management of the activities of enterprises. This can be achieved by obtaining financial resources through allocation on a regular basis; receiving through redistribution from other areas of activity; additional from the reserve fund or net profit for security.

2. Labour resources. The labour resources of innovatively active enterprises are a collection of its employees or involved third parties who contribute their knowledge, abilities and labour to the implementation of its economic and financial activities, and in our case, to the implementation of management decisions on business security. Providing an enterprise with labour resources is an important component, since the level of creation and implementation of certain innovative ideas

directly depends on them. It is possible to obtain effective labour resources to manage the security policy of the activities of innovatively active enterprises due to: engaging exclusively enterprise security specialists (employees of the corresponding security service at the enterprise); cooperation with external security actors. It is also possible to use all employees of the enterprise, but this may not give the desired result in the end.

3. **Material resources.** Note that the material resources of the enterprise are part of the production and actively involved in the general process of economic activity during the production cycle. It is the material resources of the enterprise that are the key condition for the process of production functioning. Material resources for innovatively active enterprises are a set of material elements that, in the production process, contribute to the production and implementation of innovative ideas. To ensure the process of managing the security policy of the activities of innovatively active enterprises, material resources can be got through: the reserves available at the enterprise, created by employees of innovatively active enterprises, as well as attracting additional resources from outside.

4. **Information resources.** To conduct business and ensure the security of the enterprise, management must receive adequate information and the most reliable information about everything that happens during the course of business. Today, the knowledge and experience of managers is not enough to effectively manage the security policy of an enterprise; this kind of process requires a large-scale involvement of modern means of analysis and information processing. To ensure the process of managing the security policy of the activities of innovatively active enterprises, information resources can be obtained through: research of open information channels (free information on the Internet or published in the press) attraction of closed channels that require additional financial costs, but information is more valuable, wider and more important.

It is advisable to emphasize that resources can significantly affect the type of management it is advisable to choose by management to implement business security at the enterprise in compliance with all legal norms.

Research analysis and problem statement. Key aspects of managing the economic security of an enterprise were considered by leading scientists, in particular, the following can be distinguished: Khalina [7], Vinichuk [8], Melnyk [9], Mihus [10], Podra [11], Shynkar [12], Sylkin [13] and others [14; 15].

However, knowing due to the scientific contribution of leading scientists in the development of research on the problems of ensuring economic security, today, the issue of determining the main legal aspects of managing the economic security of an enterprise with a focus on innovative activities and their resource provision remains relevant.

The task is to characterize the key aspects of managing the economic security of an enterprise with a focus on innovation.

The purpose is to form the choice of the type of business security management in the innovation sphere under the influence of COVID-19, taking into account legal aspects.

The methodology. In order to determine the effectiveness of the management process within the framework of the legal aspects of ensuring business security in the innovation sphere in the context of the impact of COVID-19, it was necessary to apply an expert method.

Note that peer review is not a new method for scientific research in the field of economic security and business security management. Thanks to the expert assessment, it is possible to determine certain factors, elements, aspects that will contribute to ensuring business security within the framework of legal norms.

To obtain the desired result, the expert assessment was carried out in the following sequence: the main goal and objectives of the assessment were determined; the method of expert assessment was chosen; criteria for the selection of experts were determined; the collection and analysis of the results of the expert assessment was carried out; presentation of assessment results in the article.

In the context of a pandemic, when the COVID-19 threat made its own adjustments to the work of innovative enterprises and does not allow personal meetings with experts, it was decided to

carry out an expert assessment by sending out questionnaires to experts' e-mails. Questionnaires are a convenient assessment method that can briefly describe the essence of the analysis and obtain the desired results in a short period of time.

So, for the expert assessment, 25 leading experts in the field of non-recognition, innovation and work in innovatively active enterprises of Ukraine were involved. In order to improve the peer review, we have identified the following criteria that an expert must meet: at least 5 years of experience in the field of innovation; involvement and understanding of the work of the security service at the enterprise; experience in management positions and knows the legal field of doing business for at least 5 years.

Among the experts we have engaged, there are more than 10 years of experience in the field of innovation. We also attracted specialists to ensure economic security at the enterprise.

Results of the research. According to the results of a survey among experts, we distinguish three main types of business security management of an innovative-active enterprise, taking into account resource provision and within the legal framework (*Fig. 1*).

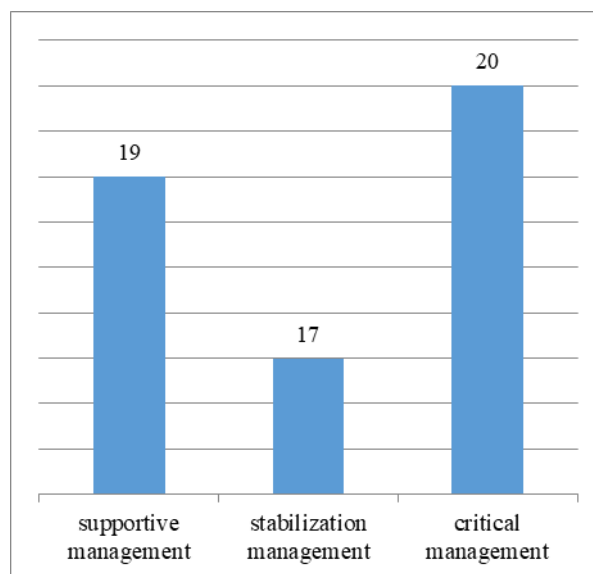


Fig. 1. The best results of an expert assessment for the establishment of possible types of business security management within the framework of compliance with legal norms for innovatively active enterprises, the number of experts

Source: development by authors.

As a result of the expert assessment, summarising the opinion of experts, we have identified three possible types of business security management for innovatively active enterprises: supportive management, stabilisation management and critical management.

With a significant amount of resources, it is much easier and more efficient to maintain a high level of security and make any management decisions on business security of an innovatively active enterprise within the legal framework, even if they are resource intensive in themselves. Due to their large volumes, resources can easily support any security solution and there is no need to break the law.

Supporting business security management of an innovatively active enterprise allows for uninterrupted and most efficient implementation of planned measures to ensure, increase and maintain a high level of security (*Table 1*).

Table 1

Characteristics-meaningful matrix of the supporting type of business security management of an innovative-active enterprise

| Supporting type of business security management of an innovative-active enterprise | | |
|--|---|---|
| Coverage | The main purpose of the type of management | The need for resources |
| To support the implementation of activities, requires large amounts of resources | Any vulnerabilities in the enterprise, counteraction to any threats | Ensuring and maintaining a high level of security at the enterprise |

Source: development by authors.

With low levels of resource provision, but acceptable for the implementation of adequate management decisions, stabilization management of business security of innovatively active enterprises should be applied, which provides for the implementation of measures to reduce costs, concentrate available resources for the implementation of innovative activities and stabilize the safety of activities. This is achieved due to the fact that the stabilization type of management presupposes the use of a more authoritarian style (*Table 2*).

Table 2

Characteristic and content matrix of the stabilization type of business security management of an innovatively active enterprise

| Stabilization type of business security management of an innovative-active enterprise | | |
|---|---|---|
| Coverage | The main purpose of the type of management | The need for resources |
| Selective counteraction to threats, stabilization of key elements | Maintenance and stabilization of the security level of the enterprise | To support the implementation of measures does not require large amounts of resources |

Source: development by authors.

Regarding the critical type of business security management of an innovatively active enterprise, we note that this type of management is suitable for the management that has a low level of resources and cannot afford high costs for this process. In this case, the search for the necessary resources is carried out, which will be aimed at reducing the rate of the negative impact of threats, preventing the emergence of a crisis state and taking critically tough measures to minimize losses. Critical business security management of innovatively active enterprises is tactical in nature, when decisions are made quickly and with a minimum amount of attracted resources. If certain successes are achieved in the process, restructuring of the entire system of economic security at the enterprise is possible (*Table 3*).

Table 3

Characteristic and content matrix of the critical type of business security management of an innovatively active enterprise

| Critical type of business security management of an innovative-active enterprise | | |
|--|--|---|
| Coverage | The main purpose of the type of management | The need for resources |
| Attention is focused on critical links and security elements | Preventing a crisis and increasing the impact of threats | The type of management provided for those enterprises that have low resources |

Source: development by authors.

We have established that in order to determine the type of business security management of an innovatively active enterprise, it is necessary, through expert assessment, to identify how much resources are needed for a particular type of management (*Fig. 2*).

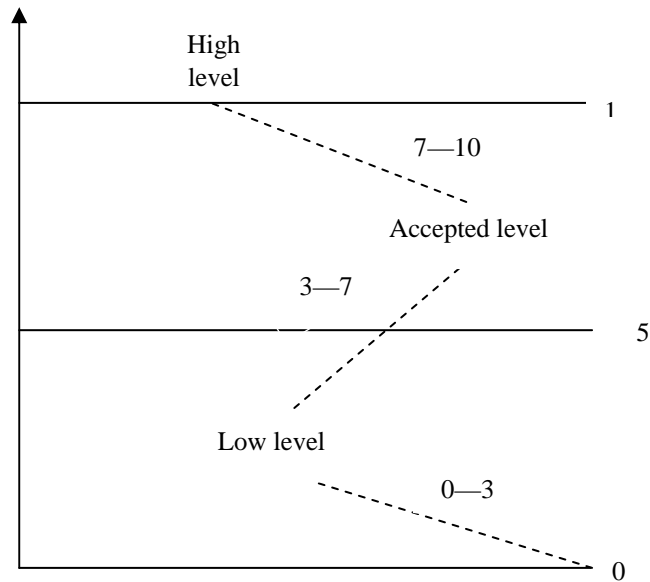


Fig. 2. Evaluation scale of resource provision of business security management of innovatively active enterprises taking into account legal aspects

Source: development by authors.

As a result of the analysis and expert assessment, we have established the necessary level of resource provision for the main types of business security management of an innovatively active enterprise (Fig. 3).

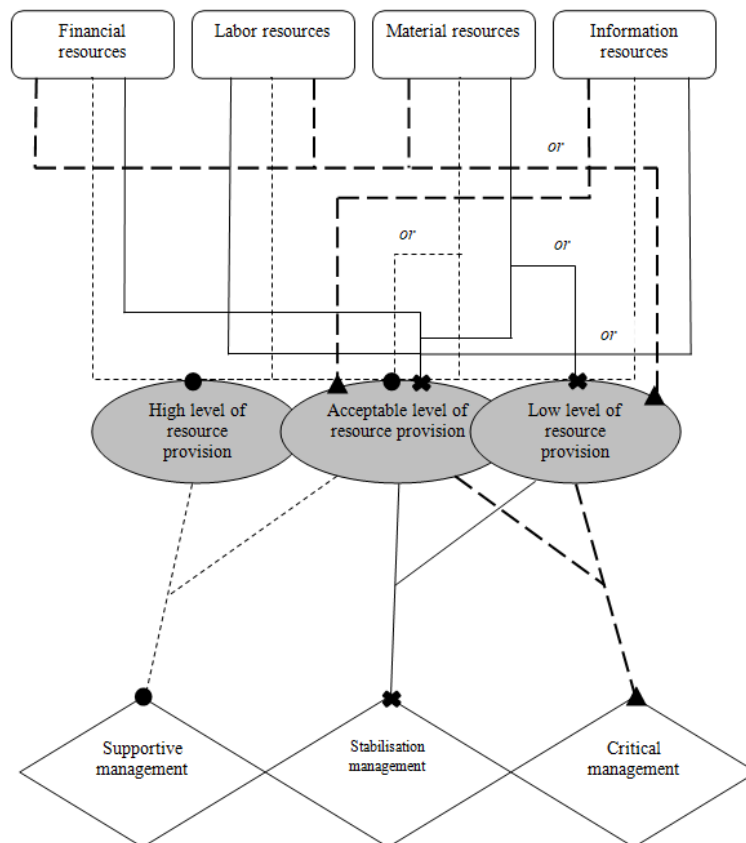


Fig. 3. Model for choosing the type of business security management of innovatively active enterprises, taking into account resource opportunities

Source: development by authors.

Summing up, it should be noted that resource support for business security management of innovatively active enterprises is important for the one who makes and implements decisions. In a

pandemic, maintaining the current volumes of own resources and preventing their decline is one of the priority tasks of innovatively active enterprises. With a large number of resources, it is possible to carry out larger-scale activities that ensure the safety of the business at the enterprise and afford to make any managerial decisions, and, if necessary, maintain a high level of its own economic security.

Conclusions. Based on the results of the analysis, the main resources necessary for the implementation of business security management of innovatively active enterprises have been identified, namely: financial, labour, material and information resources. It has been substantiated that resources can significantly affect the type of management chosen by the management to ensure business security in the enterprise.

The leading experts in the field of non-recognition, innovations and work in innovative-active enterprises of Ukraine were attracted. Through the remote assessment method, answers were obtained to a number of questions related to our scientific research. Thanks to the expert assessment, the types of business security management recommended for domestic innovatively active enterprises have been identified. Formed a characteristic-meaningful matrix with each type of business security management. A model for choosing the type of business security management of innovatively active enterprises is presented, taking into account resource opportunities.

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Статтю рекомендовано до друку 15.12.2021

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The article is recommended for printing 15.12.2021

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