

Tools for Improving the Efficiency of the Economic Security of Enterprises in Face of the Competitiveness Intensification

Anatolii M. Turylo¹, Vitalii Sharko², Iryna Fesun³,
Viktoriya Stadnyk⁴, Nadiia Andrusenko²

popelo.olha@gmail.com

¹Kyryv Rih National University, Kyryv Rih, Ukraine

²Vinnitsia Trade and Economic Institute of State University of Trade and Economics, Vinnitsia, Ukraine

³Khmelnitskyi National University, Khmelnytskyi, Ukraine

⁴Separated Subdivision of National University of Life and Environmental Sciences of Ukraine
"Nizhyn Agrotechnical Institute", Nizhyn, Ukraine

Abstract

The article examines the problems of ensuring the effectiveness of the economic security system in the face of increasing competition. The relevance of the study is determined by the intensification of competition between enterprises and the threats arising from this phenomenon. The methodological basis is the methods used: analysis and synthesis - to identify the main trends in the development of tools for economic security of the enterprise; systematization - to highlight the main characteristics of the economic security of the enterprise in the intensification of competition; generalization - to form the general conclusions of the study. The purpose of scientific research is to substantiate the feasibility of using the tools of the economic security system to increase its efficiency in the face of intensifying competition.

The main components of the economic security system of the enterprise, which have the greatest impact on the formation of an effective level of economic security. The defining characteristics of the system of economic security of the enterprise are investigated. Special characteristics of the economic security system of the enterprise are considered. The offered directions of tools of maintenance of system of economic safety of the enterprise in competitive conditions: objective, subjective external, subjective internal. For each area, specific tools for ensuring the system of economic security, which affect its efficiency, have been identified.

Key words:

economic security, economic security system of the enterprise, efficiency, competition, market environment, economic security management, tools of the system of economic security of the enterprise.

1. Introduction

The development of economic activity is not possible without taking into account the conditions of the external environment. Economic relations arising in the course of economic and business activities are based on the objective conditions of economic laws, especially in a market environment. The dynamism of the market determines the adaptation of major economic actors to new

conditions and cyclical economic processes. One of the unconditional determinants of such adaptation is to ensure an appropriate level of economic security for producers of goods and services (i.e. enterprises) in changing market conditions, for example, in intensifying competition. That is, companies must manage all systems to ensure their own activities in such a way as to maintain the optimal level of economic security in market fluctuations, the impact of threats and risks. To this end, enterprises need to use a variety of tools to improve the efficiency of the economic security system.

The system of economic security of the enterprise and the conditions for ensuring its efficiency and management are the subject of many scientific studies, but the dynamism of the competitive environment of enterprises and its impact on the economic security system necessitates finding, developing and implementing effective modern tools to ensure and improve research.

The purpose of the article is to substantiate the tools to increase the efficiency of the economic security system of enterprises, taking into account the peculiarities of the intensification of competition.

The following research methods were used in the article:

- analysis and synthesis, to identify the main trends in the development of tools for economic security of the enterprise;
- systematization, to highlight the main characteristics of the economic security of the enterprise in the exacerbation of competition;
- generalization, to form the general conclusions of the study.

2. Literature review

In modern conditions of intensification of competition, the issues of increasing the economic security of enterprises are becoming extremely important. Among the scientists who study this issue should be noted:

Arefieva O. (2021) [1]; Balatskyi I. (2021) [2]; Blakytta H. (2021) [3]; Bondarenko S. (2021) [4]; Butko M. (2020) [5]; Danilova E.I. (2021) [6]; Ivanova N. (2021) [7]; Rusak O. (2022) [8]; Li X. (2021) [9]; Liubokhynets L. (2021) [10]; Mishchuk I. (2021) [11]; Hrechko A. (2021) [12]; Onyshchenko S. (2022) [13]; Ozerova M.G. (2021) [14]; Pohrebniak A. (2021) [15]; Pushak Y. (2021) [16]; Roiter L.M. (2021) [17]; Samiilenko H. (2021) [18]; Kyrychenko S. (2021) [19]; Shkarlet S. M. (2016) [20]; Shtangret A. (2021) [21]; Shumilo O. (2021) [22]; Snishchenko R.H. (2021) [23]; Sotskova S.I. (2022) [24]; Tulchynska S. (2021) [25]; Vasylyshyn S. (2021) [26]; Vovk O. (2021) [27]; Zatonatskiy D. (2021) [28] and other.

The article [24] emphasizes that the digitalization of the economy leads to changes in the content and priorities of certain components of economic security, increases the requirements for the organization of relevant work in enterprises, calls for monitoring to reduce risks and threats. In order to assess the level of economic security of enterprises, the authors have developed a comprehensive approach, which is based on the consideration of key indicators in a single integrated indicator.

According to the authors' research [13], it is proved that timely detection of potential or real threats to the economic security of enterprises is important for the development of a set of preventive measures to prevent or minimize the causes of their occurrence. In the article, scientists propose a structural model that allows to determine the predominant factors and preconditions for the emergence of threats. According to the authors, this will eliminate threats at an early stage of their development, predict the likelihood of threats and take preventive measures to eliminate them in a timely manner.

The aim of the study [14] is to determine the impact of financial risks on the level of economic security of agricultural enterprises. The results of the research show that the agricultural enterprise is on the verge of a critical risk zone for financial stability. The authors are convinced that timely assessment of financial risks will help prevent the threat of loss of sustainable development of agricultural enterprises.

Within the framework of the research [26], the authors substantiate the directions of improving the analytical base as a component of accounting and analytical support of economic security management of agricultural enterprises. Scientists have developed a model of analytical support for economic security management in conditions of uncertainty and growing risks and threats to the business environment of agricultural enterprises. The authors believe that the model should be based on the use of general economic, statistical, integrated and econometric approaches. The authors propose and prove the practical feasibility of using an integrated assessment of economic security, which should be based on a

synergistic approach to the analysis of 25 indicators of financial security, which will contribute to achieving strategic goals, maintaining its competitive advantages and sustainable development.

The authors of the article [17] investigate the problem of ensuring the economic security of poultry enterprises. In the process of research, scientists emphasize the need to develop appropriate management decisions based on the optimization model of the transition from unsatisfactory balance structure to satisfactory. According to the authors, the existing methodological basis for assessing the economic security of the business entity needs a comprehensive approach to addressing this issue.

The purpose of the paper [2] is to study the organizational and economic mechanism of economic security management in the foreign economic activity of the enterprise. Scientists emphasize the expediency of using optimization models in the process of economic security management in the foreign economic activity of the enterprise. According to scientists, the process of economic security management should be based on the development of alternative management solutions, their detailed analysis and implementation of the most optimal of them.

Scientists [21] are convinced that early detection of possible changes in the level of economic security of the enterprise increases the response time to this. In the article the authors consider the essence of weak signals, characterize the process of detecting weak signals, develop methodological bases for the use of anticipative management. Scientists have studied the differences between anticipatory management and adaptive anti-crisis management in relation to the process of ensuring economic security of the enterprise.

The result of the authors' research [16] is the development of a model for assessing the level of economic security of an agro-industrial enterprise. Scientists use quantitative and qualitative indicators in the model, which make it possible to characterize the main parameters of economic activity of an agro-industrial enterprise and determine the level of economic security.

It is investigated that the vertical integration of enterprises affects the change of their financial performance and economic security. The authors of the article [11] classify management decisions on the basis of the impact on changing the economic security of the enterprise. Researchers have found that if a management decision is made purposefully to increase economic security, it can not only increase its level, but also reduce the time required to achieve economic security of its borders, as well as to increase agreed security stakeholders.

The article [10] is devoted to the implementation of strategic imperatives to strengthen the economic security of textile enterprises through the introduction of a flexible

management system. The authors propose a methodological approach, which forms a target matrix of lists of actions of the company's management and builds an important probabilistic neural network in the Mat lab environment. The researchers are confident that their proposals for the use of the neural network will allow the company's management to respond quickly to current threats and risks.

4. Results

Research on economic security of the enterprise is quite extensive and includes several approaches: systemic, comprehensive, essential and motivational. Accordingly, the interpretation of the essence of the "system of economic security of the enterprise" also has many visions and approaches. Let's consider some of the latest approaches to the definition of "enterprise economic security system" in order to identify current trends in a dynamic practical and scientific environment, which will allow the most relevant to reflect the tools of its provision. It should be noted that the system of economic security of enterprises is considered as a system of subjects and objects that are involved in the processes of economic security, which constantly interact, interconnected in spatial and temporal characteristics for the use of certain methods. Such methods of interaction depend on the goals, functions and status of the subjects of economic security of the enterprise. At the same time, the system of economic security includes not only objects and subjects, but also mechanisms, processes and measures to ensure it, which should correspond to the "pace of economic development of society, state and individual."

Also, the system of economic security of the enterprise as a set of interconnected elements that form a single whole, which include the mechanism of economic security, objects and subjects of security. In this interpretation, the system of economic security acquires the characteristics of the interdependence of all its components.

The economic security system of the enterprise must ensure the effective operation of the enterprise, sustainable development and timely response to threats, dangers or challenges of internal and external nature. That is, emphasis is placed on the fact that the system of economic security is a guarantee of the efficiency of the enterprise and its sustainable development, which, in our opinion, is not possible without taking into account the peculiarities of the competitive environment in the struggle.

Scientists propose a comprehensive approach to the interpretation of the economic security system, according to which it is a set of organizational and legal measures

aimed at ensuring resource efficiency and resilience to possible threats and dangers. This comprehensive approach allows you to take into account the possibilities of market positions of the enterprise, the interests of economic entities.

According to the authors, when considering the system of economic security of the enterprise it is necessary to use an integrated approach, as this system is a complex interconnected mechanism to ensure an appropriate level of economic security that will meet current socio-economic processes in internal and external environment. The toolkit for improving the efficiency of the economic security system should take into account trends in society, market environment, economic interests of individuals and producers (including intensifying competition between them), the vector of development and growth, minimizing the impact of threats, dangers, risks and more.

The system of economic security of the enterprise is a combined concept, which is recognized as the relationship of subjects and objects that reflect the components of economic security. It is a system of measures and processes that are formed into complex mechanisms and management of economic security, which allow for continuous monitoring and evaluation of the level of economic security in order to increase its efficiency and enterprise development. The system of economic security also includes internal factors and the external competitive environment, which constantly affect the effectiveness of entities, activities, processes and management. At the same time, the system of economic security at the enterprise arises, is formed, functions and develops under the influence of threats, risks and dangers (Fig. 1).

Improving the efficiency of the economic security system of the enterprise and achieving the optimal level of economic security is its main goal. Achieving the goal requires the identification of individual goals, which can be divided according to the components of economic security. Such goals in the face of intensifying competition may be:

- conquest of new and preservation of existing markets;
- increase productivity;
- maximization of income while minimizing costs;
- ensuring the quality of services or products;
- maximizing customer satisfaction;
- attracting investment for the development of production processes;
- development of personnel and ensuring the safety of its interests within the enterprise;
- increasing the competitiveness of enterprises, goods (services), employees, etc.

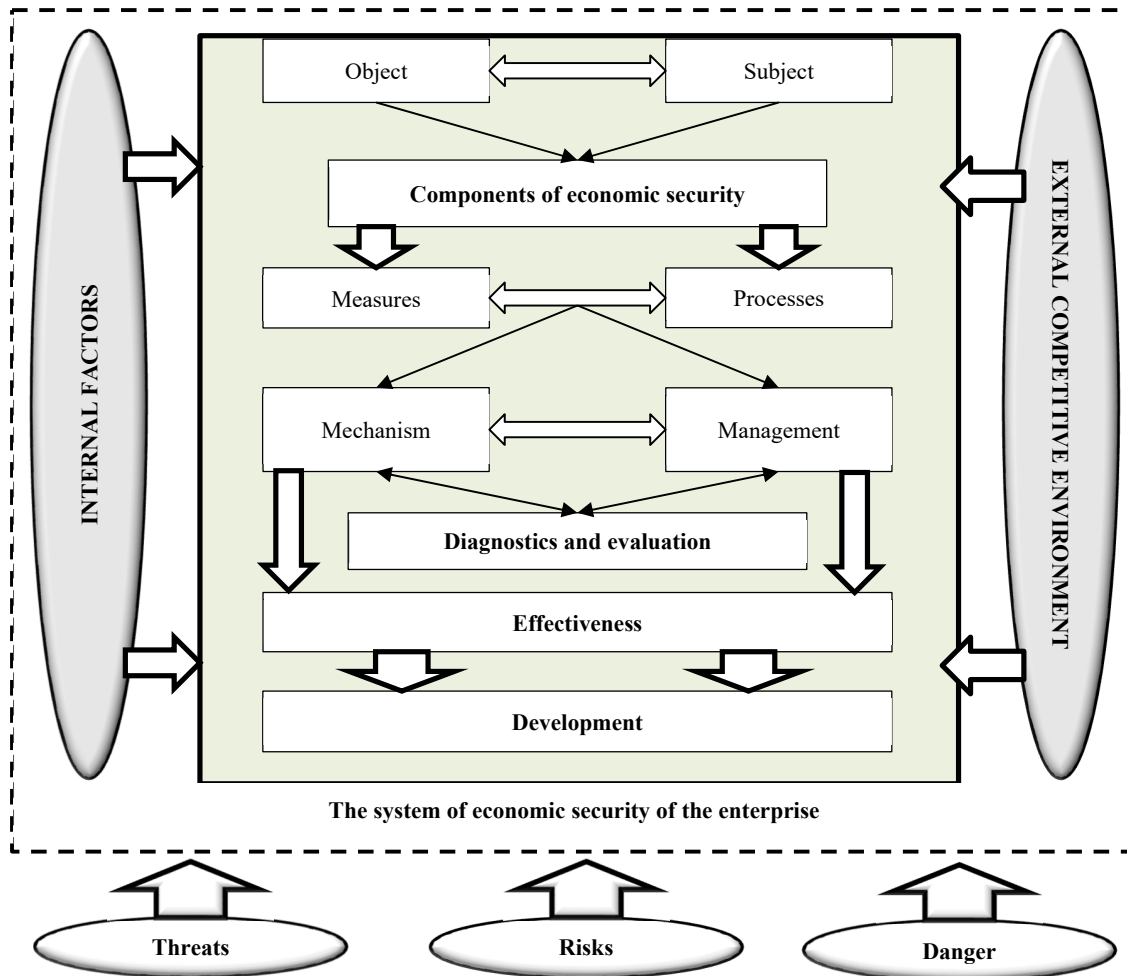


Fig. 1 Economic security system of the enterprise

Source: generated by the authors.

The system of economic security of the enterprise as an economic phenomenon has a number of characteristics:

- interdependence is determined by the dependence of the effectiveness of the economic security system on other systems of operation of the enterprise, which in turn depend on the level and state of economic security in the enterprise;

- phasing indicates the need to build and use the system of economic security in accordance with the previously planned stages, compliance with which will affect its effectiveness and achieve optimal levels of economic security, especially during market fluctuations and increased competition;

- complexity is a fundamental characteristic of the economic security of the enterprise, as all processes, measures and tools aimed at ensuring economic security

cannot be a single isolated nature and should be applied in a complex acting on all aspects of the enterprise;

- structure indicates that the system of economic security is built in accordance with the structure of the enterprise and the components of economic security. Such construction contributes to the effective use of the economic security system, directing preventive measures and tools to the most important and vulnerable components at the moment;

- prevention, as a characteristic of the ability of the economic security system to avoid threats and risks to their direct impact on the components of economic security;

- cost-effectiveness of the tools of the economic security of the enterprise is the ability to identify the most cost-effective (i.e. least resource-intensive) way to achieve the optimal level of economic security.

In the conditions of competition, which has the property of constant changes and strengthening in the system of economic security, new characteristics are formed such as:

- adaptability allows the economic security system to change quickly and adapt to changes that occur as a result of increased competition, changes in market conditions, etc.;

- innovation involves the response of the economic security system to the intensification of competition through the introduction of new ways to ensure economic security, by intellectualizing and modernizing the tools of such a system;

- the purposefulness of the tools of the economic security system allows to ensure the highest level of economic security in the components and areas most sensitive to the intensification of a particular struggle.

The intensification of competition and its impact on the enterprise as a whole and its economic security indicates the formation of various areas of its provision, which are reflected in the tools, methods and techniques. That is, the tools of the economic security of the enterprise are characterized by three main areas: objective, subjective external, subjective internal (Fig. 2).

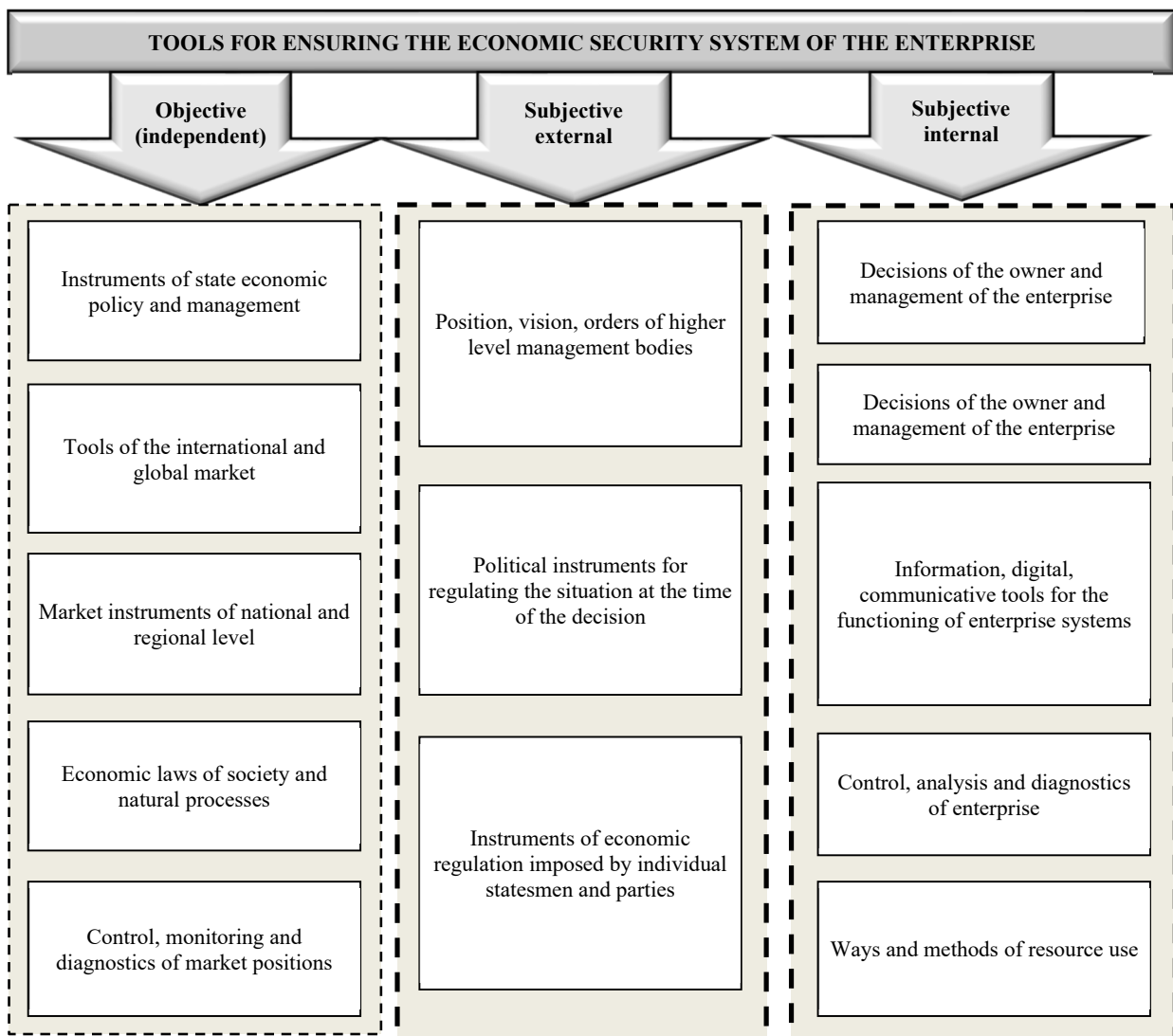


Fig. 2 Tools for ensuring the economic security system of the enterprise in competitive conditions
Source: developed by the authors.

The objective direction, or we can call it "independent", is a reflection of the effect on the economic

security of the enterprise of instruments that have been formed independently of the will, desire of the subjects of

economic relations. These include: instruments of state economic policy and management, instruments of the international and global market, market instruments of national and regional level, economic laws of society and natural processes, control, monitoring and diagnosis of market positions.

The subjective external direction of the tools of the economic security system is characterized by the influences of the subjects of economic relations of the external environment of enterprises. This direction includes: the position, vision, orders of the highest level of government; political tools for regulating the situation at the time of decision-making; instruments of economic regulation imposed by individual statesmen and parties.

The subjective internal direction of the tools of the economic security system is determined by the internal characteristics of the enterprise, the influence of individual subjects of economic relations and entrepreneurial activity on economic security and its effectiveness at the micro level. Such tools are: decisions of the owner and management of the enterprise; personnel of the enterprise,

its competence; information, digital, communicative tools for the operation of enterprise systems; control, analysis and diagnosis of economic security of the enterprise; ways and methods of resource use.

The identified areas of formation of the tools of the economic security of the enterprise allow to take into account the peculiarities of the environment, the dynamics of competitors and the challenges that arise during the active intensification of competition. At the same time, the objectivity and subjectivity of the economic security system needs to be taken into account when developing the tools of an important component of the system: management, its methods, measures and approaches. Conditions of intensification of competition require the use of not only "classic" management measures, but also the active introduction of adaptive, motivational, innovative and modernization management in the economic security system, which will increase the efficiency of such a system (Fig. 3).

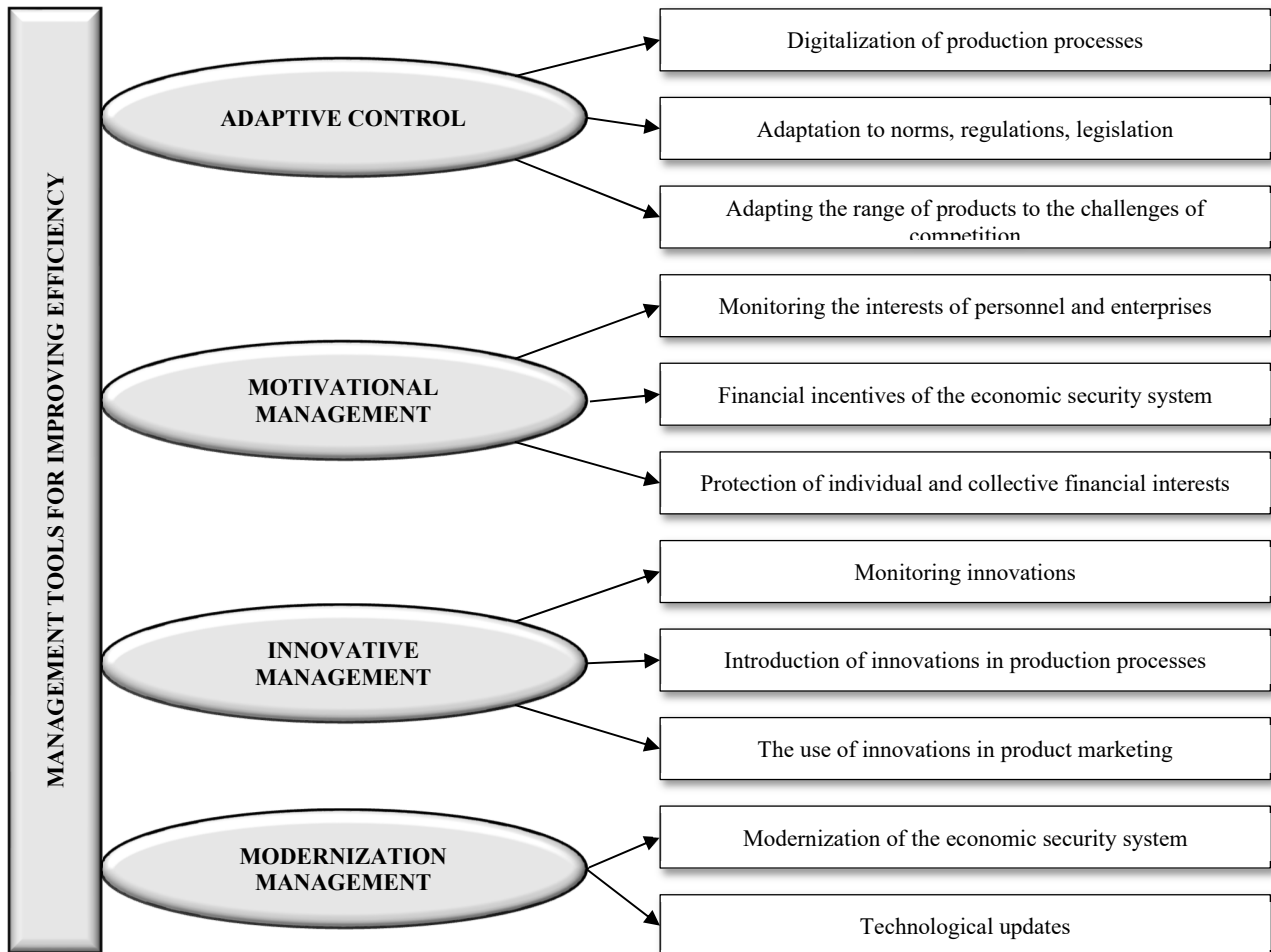


Fig. 3 Management tools to improve the efficiency of the economic security system in the face of increased concrete struggle
Source: developed by the authors.

Adaptive management is a tool to ensure the flexibility of the economic security system, increase its efficiency in the initial stages of the impact of threats, dangers, allows you to respond as effectively as possible. The management tools of adaptive management of the economic security system include: digitalization of production processes, adaptation to norms, standards, legislation; adaptation of the product range to the challenges of competition, etc.

The tools of motivational management within the system of economic security of the enterprise allows to ensure the development of economic security entities, their ability to effectively manage the interests and motives of the enterprise for the optimal level of economic security. The main tools of motivational management are monitoring the interests of staff and enterprises; financial incentives for the economic security system; protection of individual and collective financial interests. That is, motivational management in the system of economic security of the enterprise maximizes the positive influences of the subjects, thereby increasing its efficiency.

Innovation management will allow by monitoring innovations, their introduction into production processes to increase the efficiency of the economic security system in order to satisfy consumers, the development of markets, which is especially important in the face of intensifying competition. Particular attention in innovation management in the economic security of the enterprise is the use of innovation in marketing processes, as it allows to introduce innovation not only in production processes but also in the relationship between consumer and producer, which indicates the effectiveness of economic security. In today's competitive environment, economic activity must be borne in mind that innovation management is constant and inevitable. That is, economic security systems must be subject to modern trends in the active development of innovation.

No less important direction of improving the efficiency of the economic security system at enterprises are the tools of modernization management: modernization of the economic security system and technological upgrades of the enterprise, its main structures. Such tools will promote the development of competitive advantages in the strategic dimension, which will affect the formation and functioning of the economic security of the enterprise.

4. Conclusions

Thus, the study substantiates the main trends in the formation and use of tools for the economic security of the enterprise, which will increase its efficiency in the context of exacerbation of a particular struggle. The analysis of the structure of the economic security system of the enterprise allowed to form an author's vision, which noted the effects

of dangers, threats and risks on the economic security system. The main aspects of the tools of the economic security system at the subjective and objective levels are considered.

The scientific novelty of the study is to identify the main components of the economic security of the enterprise, which have the greatest impact on the formation of an effective level of economic security based on the defining characteristics of the economic security (interdependence, phasing, complexity, structure, prevention, cost-effectiveness). economic security of the enterprise (adaptability, innovation, purposefulness) and developed areas of tools to ensure the economic security of the enterprise in competitive conditions (objective, subjective external, subjective internal) for each of which identified specific tools for economic security, which affect its effectiveness.

The efficiency of the economic security system of the enterprise can be ensured through the management tools of adaptive, innovative, motivational and modernization management. Note that the proposed areas of management within the economic security system should be implemented simultaneously, interacting with each other, which will increase their efficiency and security-forming properties.

The practical significance of the study is to use the proposed management tools to improve the efficiency of economic security of enterprises in the face of intensifying competition. Further research will be aimed at monitoring and diagnosing the impact of the proposed measures (tools) on the system of economic security in a dynamic competitive environment.

References

- [1] Arefieva, O., Tulchynska, S., Popelo, O., Arefiev, S., Tkachenko, T. (2021). The Economic Security System in the Conditions of the Powers Transformation. *IJCSNS International Journal of Computer Science and Network Security*, 21(7), 35-42. <https://doi.org/10.22937/IJCSNS.2021.21.7.4>.
- [2] Balatskyi I., Onishchenko M., Dutchenko O., Dutchenko O. (2021). Organizational and economic mechanism of economic security management in foreign economic activity of the enterprise. *Quality - Access to Success*, 22(180), 10-13.
- [3] Blakytta H., Bogma O., Bolduieva O., Lukyanov V., Shtuler I. (2021). Modeling enterprises' economic security in crisis conditions. *Naukovyi Visnyk Natsionalnoho Hirnychoho Universytetu*, 4, 116-121. DOI: 10.33271/nvngu/2021-4/116.
- [4] Bondarenko S., Tkachuk H., Klochan I., Mokhnenko A., Liganenko I., Martynenko V. (2021). Modeling of economic security of the enterprise at change of investment maintenance. *Estudios de Economia Aplicada*, 39(7). DOI: 10.25115/eea.v39i7.5011.
- [5] Butko, M., Ivanova, N., Popelo, O., Samilenko, G. (2020). Conceptual foundations of the regional industrial cluster formation based on European experience and leading world

- tendencies. *Financial and credit activity: Problems of theory and practice*, 1(32), 319-329.
- [6] Danilova E.I., Marchenko V.M., Kovalenko Y.O., Ovsak O.P., Komandrovskaya V.Ye. (2021). Prospects for methodological support of procedures for managing the economic security of enterprise activities. *Estudios de Economia Aplicada*, 39(6). DOI: 10.25115/eea.v39i6.5108.
- [7] Ivanova, N., Kublitska, O., Krupitsa, I., Dybchuk, L., Koval, K., Hanieieva, T. (2021). Peculiarities of the E-commerce Development in the Conditions of Digital Economy. *IJCSNS International Journal of Computer Science and Network Security*, 21(12), 193-202. <https://doi.org/10.22937/IJCSNS.2021.21.12.28>.
- [8] Ivanova, N., Popelo, O., Avhustyn, R., Rusak, O., Proshchalykina, A. (2022). Marketing Strategy of the Small Business Adaptation to Quarantine Limitations in the Sphere of Trade Entrepreneurship. *IJCSNS International Journal of Computer Science and Network Security*, 22(1), 149-160. <https://doi.org/10.22937/IJCSNS.2022.22.1.21>.
- [9] Li X., Xue Q. (2021). An economic analysis of information security investment decision making for substitutable enterprises. *Managerial and Decision Economics*, 42(5), 1306-1316. DOI: 10.1002/mde.3310.
- [10] Liubokhynets L., Rudnichenko Y., Havlovska N. (2021). Implementation of strategic imperatives for strengthening the economic security of textile enterprises through introduction of agile management system. *Vlakna a Textil*, 28(2), 35-44.
- [11] Mishchuk I., Hamova O., Tkachenko S., Skliar N., Bulhakova O., Levandivskyi O. (2021). Influence of Vertical Integration of Enterprises on Change of Their Financial Indicators and Economic Security. *Academy of Accounting and Financial Studies Journal*, 25(5), 1-8.
- [12] Mishchuk I., Hrechko A., Skliar N., Yastremska N., Kamynskyi P. (2021). Development of a methodology for assessing economic security of industrial enterprise employees: Experience of Ukraine. *Academy of Strategic Management Journal*, 20(2), 1-10.
- [13] Onyshchenko S., Hlushko A., Maslii O., Skryl V. (2022). Risks and Threats to Economic Security of Enterprises in the Construction Industry Under Pandemic Conditions. *Lecture Notes in Civil Engineering*, 181, 711-724. DOI: 10.1007/978-3-030-85043-2_66.
- [14] Ozerova M.G., Sharopatova A.V. (2021). Financial risks and their impact on the economic security of agricultural enterprises. *IOP Conference Series: Earth and Environmental Science*, 839(21), 022090. DOI: 10.1088/1755-1315/839/2/022090.
- [15] Pohrebniak, A., Arefieva, O., Boiarynova, K., Arefiev, S., Davydenko, V. (2021). Management of Attracting Investment Resources of Enterprises to Ensure Their Economic Security in Circular Economy. *IJCSNS International Journal of Computer Science and Network Security*, 21(10), 302-309. <https://doi.org/10.22937/IJCSNS.2021.21.10.43>.
- [16] Pushak Y., Lagodiienko V., Basiurkina N., Nemchenko V., Lagodiienko N. (2021). Formation the system for assessing the economic security of enterprise in the agricultural sector. *Business: Theory and Practice*, 22(1), 80-90. DOI: 10.3846/btp.2021.13013.
- [17] Roiter L.M. (2021). Methodological indicators of economic security of poultry enterprises. *IOP Conference Series: Earth and Environmental Science*, 677(215), 022065. DOI: 10.1088/1755-1315/677/2/022065.
- [18] Samiilenko, H., Ivanova, N., Shaposhnykova, I., Vasylychenko, L., Solomakha, I., Povna, S. (2021). Corruption as a Threat to Economic Security of the Country. *IJCSNS International Journal of Computer Science and Network Security*, 21(12), 316-322. <https://doi.org/10.22937/IJCSNS.2021.21.12.44>.
- [19] Samiilenko, H., Kyrychenko, S., Kravchyk, Yu., Svinarova, H., Shevchenko, A. (2021). Assessment of Investment Potential of Regions Under the Impact of the Potential-Forming Space Transformation. *IJCSNS International Journal of Computer Science and Network Security*, 21(10), 250-256. <https://doi.org/10.22937/IJCSNS.2021.21.10.35>.
- [20] Shkarlet, S. M., Marhasova, V. H., & Sakun, O. S. (2016). The management mechanism in the system of strategic providing of the economic sustainability to the economic security threats. *Scientific bulletin of Polissia*, (3(7)), 29-37.
- [21] Shtangret A., Topalova E., Polovcev O., Chornenka O., Musiyovskiy A. (2021). Practical aspects of the use of antisipative management in the process of ensuring the economic security of an enterprise. *Business: Theory and Practice*, 22(1), 202-210. DOI: 10.3846/btp.2021.13556.
- [22] Shumilo O., Babenko V., Liubokhynets L., Volovelska I., Arefieva O. (2021). Method of enterprise economic security evaluation. *Estudios de Economia Aplicada*, 39(7). DOI: 10.25115/eea.v39i7.4998.
- [23] Snishchenko R.H., Krot L.M. (2021). Managing the economic security of enterprises in coepetition. *Naukovyi Visnyk Natsionalnoho Hirnychoho Universytetu*, 6, 165-169. DOI: 10.33271/NVNGU/2021-6/165.
- [24] Sotskova S.I., Kalashnikova I.V. (2022). Comprehensive Assessment of Enterprise's Economic Security System in the Digital Economy Conditions. *Lecture Notes in Networks and Systems*, 304, 513-520. DOI: 10.1007/978-3-030-83175-2_64.
- [25] Tulchynska, S., Vovk, O., Popelo, O., Saloid, S., Kostyunik, O. (2021). Innovation and investment strategies to intensify the potential modernization and to increase the competitiveness of microeconomic systems. *IJCSNS International Journal of Computer Science and Network Security*, 21(6), 161-168. <https://doi.org/10.22937/IJCSNS.2021.21.6.22>.
- [26] Vasylyshyn S., Ulyanchenko O., Bochulia T., Herasymenko Y., Gorokh O. (2021). Improvement of analytical support of economic security management of the agricultural enterprises. *Agricultural and Resource Economics*, 7(3), 123-141. DOI: 10.51599/are.2021.07.03.08.
- [27] Vovk, O., Tulchynska, S., Popelo, O., Tulchynskiy, R., Tkachenko, T. (2021). Economic and Mathematical Modeling of the Integration Impact of Modernization on Increasing the Enterprise Competitiveness. *Management Theory and Studies for Rural Business and Infrastructure Development*, 43(3), 383-389. <https://doi.org/10.15544/mts.2021.35>.
- [28] Zatonatskiy, D., Marhasova, V., Korogod, N (2021). Insider threat management as an element of the corporate economic security. *Financial and Credit Activity: Problems of Theory and Practice*, 1(36), 149-158.