

ENSURING THE ECONOMIC SECURITY OF ENTERPRISES NETWORK STRUCTURES: PROJECT CONTEXTS

SHATARSKYI Artur

getter of the Department of Security And Law Enforcement,
West Ukrainian National University

<https://orcid.org/0000-0002-5445-0432>

The article examines the concept of economic security, as well as substantiates the practical of ensuring the economic security of network structures using a project approach. On the basis of which, the ratio of the main components of economic security enterprises network structures in the context of project aspects is proposed. A comprehensive study of ensuring the economic security network structures was conducted. The algorithm for strengthening the security component of enterprise network structures with the identification of the relevant stages is substantiated.

Key words: enterprises of network structures, economic security, project approach, structure of enterprises, mechanism of formation economic security.

ЗАБЕЗПЕЧЕННЯ ЕКОНОМІЧНОЇ БЕЗПЕКИ ПІДПРИЄМСТВ МЕРЕЖЕВИХ СТРУКТУР: ПРОЄКТНІ КОНТЕКСТИ

ШАТАРСЬКИЙ Артур

Західноукраїнський національний університет

Кризові процеси в розвитку підприємств мережеских структур зумовлені, перш за все, неефективністю менеджменту. У зв'язку з цим в системі управління організацією відбувається її трансформація, яка безпосередньо впливає і на управління забезпеченням економічної безпеки. Тому в сучасних умовах ця підсистема управління також потребує реструктуризації з використанням інструментів проектного підходу. Проте на практиці це зробити важко через недостатню сформованість відповідного науково-методичного апарату.

У статті досліджено поняття економічної безпеки, а також обґрунтовано практичне забезпечення економічної безпеки мережеских структур із застосуванням проектного підходу. На основі чого запропоновано співвідношення основних складових економічної безпеки підприємств мережеских структур в контексті проектних аспектів. Проведено комплексне дослідження забезпечення економічної безпеки мережеских структур. Обґрунтовано алгоритм зміцнення безпекової компоненти підприємств мережеских структур із ідентифікацією відповідних етапів.

Ключові слова: підприємства мережеских структур, економічна безпека, проектний підхід, структура підприємств, механізм формування економічної безпеки.

ШАТАРСЬКИЙ, А. (2023). ЗАБЕЗПЕЧЕННЯ ЕКОНОМІЧНОЇ БЕЗПЕКИ ПІДПРИЄМСТВ МЕРЕЖЕВИХ СТРУКТУР: ПРОЄКТНІ КОНТЕКСТИ. *Development Service Industry Management*, (4). [https://doi.org/10.31891/dsim-2023-4\(8\)](https://doi.org/10.31891/dsim-2023-4(8))

SHATARSKYI, A. (2023). ENSURING THE ECONOMIC SECURITY OF ENTERPRISES NETWORK STRUCTURES: PROJECT CONTEXTS. *Development Service Industry Management*, (4). [https://doi.org/10.31891/dsim-2023-4\(8\)](https://doi.org/10.31891/dsim-2023-4(8))

Formulation of the problem in general and its connection with important scientific or practical tasks

Crisis processes in the development of enterprises of network structures are caused, first of all, by management inefficiency. In this regard in the management system of an organization leads to its transformation, which directly affects the management of ensuring economic security as well. Therefore, in modern conditions, this management subsystem also requires restructuring, using the tools of project approach. However, in practice it is difficult to do this due to insufficient formation of an appropriate scientific and methodological apparatus.

Analysis of research and publications

The study of modern issues related to the economic security of network structures enterprises has been highlighted by such leading scientists as I. Binko, O. Vivchar, V. Heiets, L. Holovkova, V. Dukhov, Y. Zhalilo, T. Kosianchuk, T. Kuzenko, V. Mykytenko, V. Khrapkina and others. In the meantime, a modern project approach to ensuring the economic security of network structures enterprises will remain outside the field of view of the mentioned scientists.

Formulation of the goals of the article

The purpose of article is the study the theoretical foundations of economic security, as well as the study of the practical provision of economic security network structures, highlighting project measures.

Presenting main material

On the basis of the conducted research, it has been established that the application of project approach to ensure economic security of network structures enterprises allows to level the factors of inefficient time consumption and resource shortage due to the concentration of efforts on priority goals and tasks related to the neutralization of the most significant hazards to economic security. For the current period of time, specific project management tools require adaptation and refinement, when integrating them into the economic security management system of network structures enterprises.

It should be noted, that one of the key aspects of ensuring the uninterrupted functioning of all intra-network processes is its economic security. Financial and economic activity of network structures enterprises receives main dangers, challenges, and hazards, caused by external and internal factors. Factors that have an impact on the activities of network structures enterprises are heterogeneous and require constant observation, analysis, and control [6].

Accounting, monitoring and analysis of these factors is a rather time-consuming process, that requires significant temporary and certain financial costs, which necessitates the selection of a full-fledged system responsible for ensuring the economic security of network structures enterprises.

In these operating conditions, it is impossible to ensure full-fledged monitoring and accounting of these factors in the absence of an appropriate system for ensuring the economic security of network structures enterprises. The system itself needs an appropriate theoretical, methodological and legal support. Theoretical aspects of economic security, such as hazards, criteria, indexes and indicators, have not been applied in practice due to the lack of specific management solutions aimed at both «spot» elimination of deficiencies in the system (tactical measures) and prospective strategic measures.

It should be noted that, having analyzed the current state of activity of enterprises of network structures in the focus of modern challenges, it is substantiated that, firstly, information, digital, organizational, production, entrepreneurial processes are taking place in its internal and external environments, which are characterized by specific features and have certain differences determined by the laws of development. Secondly, despite the turbulence of economic processes, production and business activities, and differences in development trends, the processes also have fundamental similarities – they are aimed at accelerating and improving the network system. Thirdly, methodological approaches to substantiating the organizational and economic foundations of the economic security mechanism necessary for the implementation of the economic security strategy of the enterprise of network structures should use a single indicator of strategic flexibility (universality, relevance, adaptability) [8, c. 151-152].

On the basis of the conducted research, it has been proven that economic security of network structures enterprises is considered as a project. Based on the scientific works of B. M. Andrushkiv, the concept of «economic security» from the standpoint of project approach [1, p.78] has been proposed.

Researchers at German Institute for Standardization DIN consider a project as a set of features. As a result, a project is understood as an entrepreneurial structure, which is largely characterized by the uniqueness of the conditions in their totality. From these positions, «ES – project» can be defined as an economic system that is influenced by various negative internal and external factors that require adoption of certain management decisions to achieve a certain level of economic security.

In his scientific works, I. I. Mazur defines a project as a system change. According to the scientist-economist, any project is a certain task that has initial data, necessary results and goals that determine a method of its solution. According to this approach, the Economic Security project is the transition of economic system, characterized by actual indicators of economic security, into a state with target indicators. Considering their achievements, a corresponding action plan is made. The formation of these theoretical postulates was proven by Y.I. Popov, who paid special attention to the established objectives, the achievement of which determines project completion.

Taking into account complexity and multifaceted nature of the concept, essence and structure of economic security, it is necessary to consider a significant number of both economic and regulatory features of activity of a specific organization. In this regard, attention should also be paid to the approach proposed by Y. Bondarchuk and A. Marushchak, which considered a project as a set of planning documents. According to this interpretation, a project is a collection of documents, containing a principled or final decision, which provides a complete understanding of an object and subsequent data for the development of documentation. Thus, economic security as a project is defined as a set of management decisions of an organizational and economic nature, which regulate the process of organization's activity under the influence of various types of hazards in an appropriate regulatory and legal form [2].

Approach, presented by E. A. Yakovliev, appears to be the most complete and accurate. It defines a project as a set of measures. A system of interrelated objectives and programs for their achievement, which represent a set of appropriate organizational measures.

Thus, economic security of network structures enterprises is a set of measures aimed at ensuring economic interests of a network system by increasing indicators of hazards in conditions of limited financial and temporal resources.

Today, the combination of two approaches - project and process - is used quite effectively. At the same time, the implementation and application of this methodology requires the development of an appropriate corporate standard for the unification of management procedures and development of vectors for the application of process or project approaches, depending on measures taken.

When adapting a project management system of network structures enterprises with a linear management structure, there is often a transition to matrix management, when each employee is simultaneously subordinate both to managers of structural division and project, which causes certain problems due to the lack of clear priorities for making management decisions [5, p. 42].

In management theory, three types of matrix structure are distinguished.

1. Weak matrix is a management system of network structures enterprises, in which most of the authority is decided directly by managers. This type of management is characterized by weak project connections.

2. Solid matrix is a management system in which the maximum return of employees in the project is observed due to team solution of tasks and strong ties. Among the disadvantages of this type of management is the lack of a leader, who has a final word when making management decisions. This can lead to the collapse of target orientations in the absence of a collective decision-making.

3. Balanced matrix suggests the search for principles of interaction between line and project managers, which allow to concentrate activities of subordinates. In this case, management of an organization carries out general control and only adjusts current goals and objectives, taking into account project decisions, in the process of monitoring.

Ensuring effective combination of process and project activities of network structures enterprises assumes the following stages:

1. Structure development of operational activities of network structures enterprises. At this stage, project managers conduct a formal description of organizational and functional structure of business processes, allocation of all functions of an organization, appointment of executors. Partial restructuring of business processes allows replacing redundant and duplicate functions with the missing ones.

2. Creation of process implementation mechanisms in a project form:

- construction of alternative options for process implementation;
- adaptation of network structure management system and transition to project implementation;
- formation of regulations for the interaction of process owners with project managers.

3. Creation of mechanisms for unified project execution. Processes necessary for the implementation of projects are grouped and described in the form of procedures. A manager is assigned to each procedure and controls its effective implementation and further development, which ensures equality between projects and processes [4, p. 115-116].

Evolution of application of process and project approaches to the organization of business processes of network structures enterprises is manifested in the following organizational and staff structures:

1. Process approach when main and subsidiary activities are implemented as a set of repetitive processes.
2. Using a project approach to enter new sales markets and introduce innovations.
3. Using a project approach for network structures enterprises of the main activity.
4. Using a project approach for business processes organization as a whole.

This division by types of organizational structures will make it possible to move to a more accurate understanding of the economic security, as well as adapt the system of economic security indicators to the goals and objectives of network structures enterprises. We will compare the above types of organizations and economic security, and present the results in table 1.

Table 1

Correlation of Types of Organization and Economic Security

№	Type of Organizations	Economic Security Approach
1	Process approach	Traditional
2	Project approach application for entering new sales markets, introducing innovations	Project 1
3	Project approach application for the organization of the main activity	Project 2
4	Project approach application for business processes organization as a whole	Project 3

At this time, the development of project management theory and practice is carried out in accordance with the ANSI Pmbok standard. It is a part of the activity, when clear project goals are defined and achieved while balancing the scope of work, resources, time, quality and risks. A key factor in the success of project management is the presence of a clear predetermined plan, minimizing risks and deviations from the plan and effective change management. Project result can be not only products, but also the solution to certain internal tasks to improve product quality and the efficiency of labor organization, optimization of financial flows. On the basis of the conducted studies, it has been noted that economic security can be considered as the quality of project provision [3].

The modern theory of project management has received a sufficiently high-quality scientific justification and wide practical application. At this time, the main procedures of project management are formed in accordance with

the traditional methodology as well as such methodologies as IPMA, PMI, PRINCE2. It has been proven that the main stages of work on a project under the PRINCE2 methodology should be presented in relation to the main components of the economic security of enterprises, network structures and procedures of project approach.

It is impossible to ignore the fact that practical mechanism of ensuring the economic security of enterprises of network structures is based on the main vectors in the context of project activities. The fundamental basis of each is the economic substantiation of motives for the operation the network system and, accordingly, their implementation within the security component. For all project implementation measures, it is a justified condition that the economic security of enterprises of network structures will be ensured and preserved during the period of existence the network (Fig. 1).

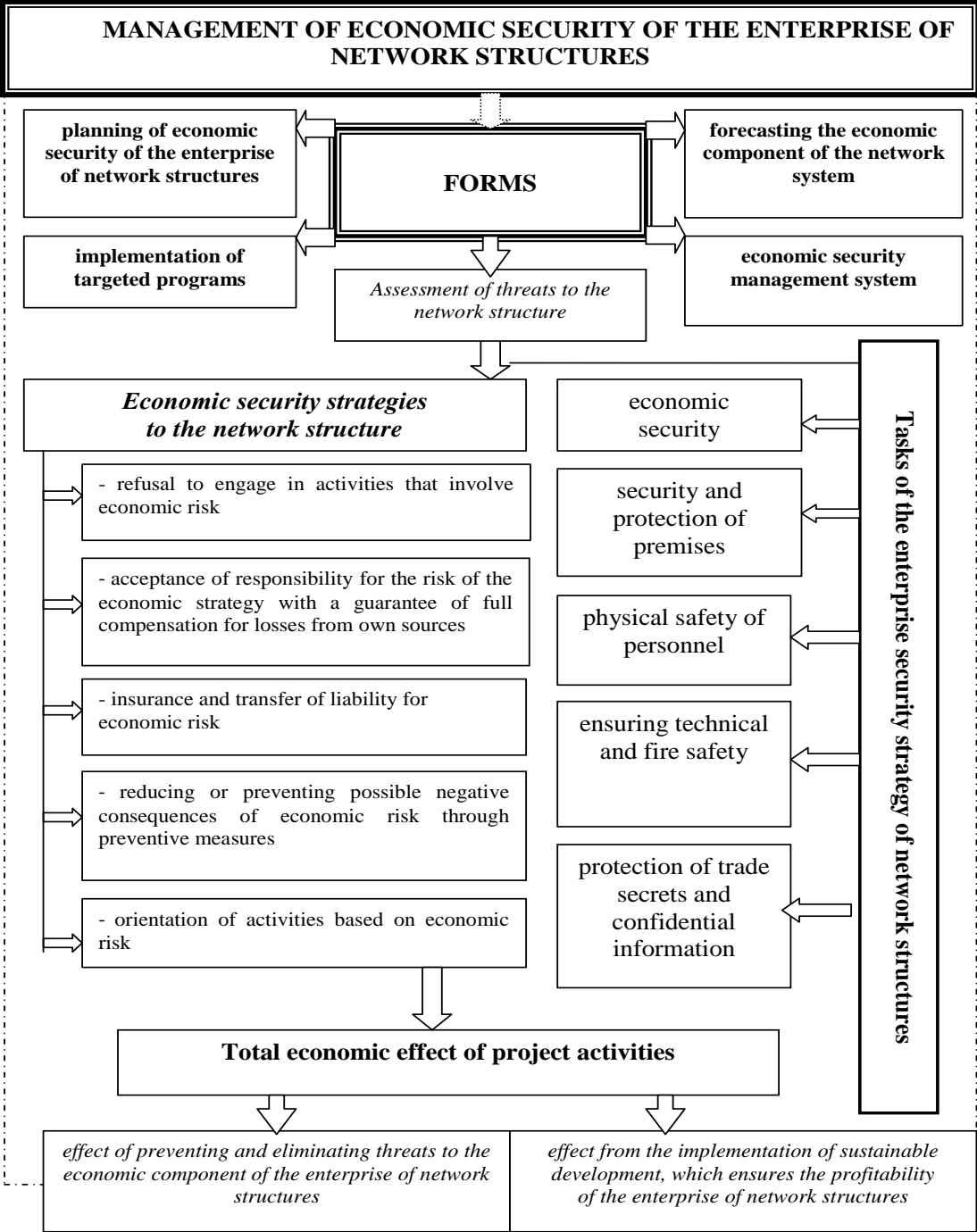


Fig. 1. The scheme of ensuring the economic security of the enterprise of network structures [7, c. 65]

From a practical point of view, it is worth noting that the final stage will be the formation of a plan that reflects key determinants and indicators of organization's economic security system, in order to determine available resources, time and opportunities to increase the level of economic security.

Conclusion

Summarizing the above, we would like to note that the proposed methodology makes it possible to adapt the process of ensuring economic security, taking into account all components, based on the traditional methodology (detection of hazards, assessment, countermeasures, monitoring) to a project approach (achieving the goal in conditions of limited resources), which allows to use all the advantages for the activity of enterprise in the context of effective regulatory and legal functioning.

The system of indicators allows to monitor hazards and apply countermeasures based on the applied organizational structure. It is determined that the economic security of enterprises involves the development of a network, product competitiveness and retention of market share. It is determined that the security component characterizes the economic potential of business structures and counteracting the negative impact of external and internal environments. At the same time, the economic system of various measures reflects the conditions of the security strategy against various threats that have an impact on development in the long term. It is established that an increase in the level of negative impact on the economic security of enterprises of network structures leads to negative consequences (decrease in production volumes, growth of pricing policy, increase in unemployment, reduction in tax payments, environmental degradation, etc.)

References

1. Andrushkiv, B M. (2012) Ekonomichna ta mainova bezpeka pidpriemstva ta pidpriemnytstva. Antyreiderstvo [Economic and property security of enterprise and entrepreneurship. Anti-crap]. Ternopil: Ternohraf [in Ukrainian].
2. Bondarchuk, Yu., Marushchak, A. Bezpeka biznesu: orhanizatsiino-pravovi osnovy – Business security: organizational and legal framework. K.: Vyd-vo KNT. 2008. 369. [in Ukrainian].
3. Vivchar, O. I. (2015) Integratsiini protsesy lohistyky u konteksti zabezpechennia finansovo-ekonomichnoi bezpeky biznesu [Integration processes of logistics in the context of ensuring financial and economic security of business]. Hlobalni ta natsionalni problemy ekonomiky [Global and national economic problems], 5, 332–335. URL: <http://global-national.in.ua/issue-5-2015>
4. Vivchar, O. I. (2018) Upravlinnia ekonomichnoiu bezpekoiu pidpriemstv: sotsiohumanitarni konteksty [Management of economic security of enterprises: socio-humanitarian contexts]. Ternopil, FOP Palianytsia V. A. 515. [in Ukrainian].
5. Zhyvko, Z. B. (2014) Mekhanizm upravlinnia systemoiu ekonomichnoi bezpeky pidpriemstva [Mechanism of management of the system of economic security of the enterprise]. Naukovyi visnyk Uzhhorodskoho universytetu – Scientific Bulletin of Uzhhorod University, 3, 37-42 [in Ukrainian].
6. Korobchynskiy, O.L. Metodyka formuvannia systemy ekonomichnoi bezpeky pidpriemstva. URL: [http:// www. masters. donntu. edu. ua/ 2011/iem/kuzenkova/library/statya4.htm](http://www.masters.donntu.edu.ua/2011/iem/kuzenkova/library/statya4.htm)
7. Vivchar O., Chudyk N. (2023) Strategy of strengthening the economic security of enterprises of network structures: pragmatics and key vectors of development. Law, Policy and Security : Journal homepage. West Ukrainian National University. 1(1). C. 55–67.
8. Ziailik, M., Krzywkowska, J. (2020) Assessment of economic security of enterprises formation on the basis of economic and mathematical modeling: current state and development pragmatics. Ukraine in the context of global and national modern servisation processes and digital economy : monograph. Praha: OKTAN PRINT. 2020. 145–154.