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MANAGING THE ECONOMIC SECURITY SYSTEM IN UNSTABLE ENVIRONMENT

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Effective managing the economic security system of the enterprise involves the development of enterprise policy, consistent with the development strategy, which will help ensure the required level of security.

Achieving these goals is possible using a set of tools (technical, organizational, informational, financial, legal and personnel) with the implementation of clearly targeted actions [1].

It should be noted that in unstable economic environment, significant uncertainty of the external environment, threats are more destabilizing, their manifestation limits the ability of enterprises to effectively optimize internal organizational components, and thus the transition to a new quality of development [2].

Within the resource-functional approach, the study of economic security is multifaceted, the purpose of its provision is the enterprise development and its stable performance. In this case, the emphasis is not on the protective function, but on activating the development potential of the enterprise through adaptation to the impact of real and potential threats. Therefore, this approach to some extent integrates a whole set of components that directly or indirectly recognize the enterprise's. By focusing on protection policy, an enterprise can fall into the trap of self-depletion and loss of potential competitive advantages.

Given the instability of the enterprise's performance environment, it is important to effectively manage security in the operational mode, which can be provided only in the presence of a comprehensive system of economic security management. The economic security of the enterprise is proposed to understand the continuous, systematic process, the course of which involves the diagnosis of external and internal environment of the enterprise, planning, organization and implementation of measures to maintain stable performance of the enterprise according to its strategic, tactical and current goals, first of all, through the most rational allocation and use of resources. A fundamentally important aspect of building such a system at the enterprise level should be the integration of the security function into the management system at all levels [3]. It is necessary to clearly identify the centers of responsibility in this area, to build mechanisms for monitoring and assessing security threats according to a set of criteria that would ultimately assess the level of strategic security

and make appropriate adjustments not only in tactics but also in development strategy. Managing the economic security of the enterprise should be a key component of strategic management.

In unstable environment, the priority tasks of the policy of economic security of the enterprise should include the following: ensuring the effectiveness of mechanisms for determining and prompt adjustment of priorities at the enterprise, creating conditions for their implementation; substantiation and development of a system of alternative solutions in the enterprise's development – both in some functional areas and at the strategic level; development of a flexible system of resource reservation, which would allow maneuvers in operational and strategic management modes and does not overload the cost system; developing effective risk management mechanisms for the enterprise, an important component of which should be their forecasting and monitoring. Focusing on the system of these priorities in no way means focusing on aspects of the protective behavior of the enterprise [2].

Despite the severity of the crisis in the external environment, its complexity and uncertainty, the basic condition for the company's resistance to external destabilizing factors is the development level of its resource potential, clear formalization of the management system and its focus on development priorities.

Any enterprise, which is based on a certain concept of development with a flexible management system, can quite effectively withstand external threats in unstable environment. At the same time, this does not give grounds to ignore the task of finding mechanisms to manage its economic security, because, under such conditions, real and potential threats become the direct object of management. The analysis of management processes from this point of view opens new opportunities for realization of potential of enterprise's development through optimization of structure, improvement of business processes, increase of flexibility, possible diversification of activity, etc. [2].

Guaranteeing the necessary level of security for the enterprise's development is possible on the basis of the use and combination of strategic and tactical methods and techniques of management. Thus, the use of strategic management ensures the sustainable development of the enterprise in an unstable environment. Note that in the special literature, issues of economic security are considered mainly at the strategic level. In addition, practice shows that the successful financial and economic activity of the enterprise by about 70% depends on the strategic focus, almost 20% - on the effectiveness of operational management, and almost 10% - on the quality of current tasks [4].

In our opinion, the strategy of economic security of the enterprise can be understood as a long-term qualitative determination of the direction of safe development of the enterprise, and tactics – as the development and implementation of an operational action program to identify, prevent and minimize existing threats, which are external and internal environment.

The starting point for the development and implementation of strategic management of economic security is a clear relationship and subordination to the mission, goals and main parameters of the overall economic strategy of the enterprise, because the management of economic security should support the implementation of economic strategy aimed at ensuring targeted competitive positions.

To implement strategic management of the economic security of the enterprise a systematic approach is required, which should include: strategy selection, environmental assessment, creating a system for assessing the structural

components of the economic security of the enterprise, development of measures, methods of implementation and control, formation of necessary resources. In order to implement the chosen strategy, there is a need to develop tactics for its implementation, which includes specific ways and mechanisms to implement the tasks [3, 4].

The task of tactics is to choose the most effective in a given situation solutions, methods and techniques of management, and therefore it can be argued that the management of the economic security of the enterprise should be carried out at both strategic and tactical levels [4].

The tactical level is based on the development of several alternative scenarios and the calculation of an integrated assessment of economic security for each of them. After choosing the best tactics to ensure the economic security of the enterprise, an operational plan is formed, which, in contrast to the strategic one, contains not only qualitative guidelines for the current activities of the enterprise, but also quantitative tasks. After an operational assessment of the level of economic security of the enterprise and the formation of a set of measures to ensure it, the practical implementation of the developed plans is carried out.

In the process of implementing the formed plans there is information that allows to assess the achieved level of economic security of the enterprise and to determine the degree of priority interests protection of the enterprise's economic strategy. This assessment is one of the main tasks of monitoring the level of economic security of the enterprise and allows to analyze the inconsistencies in the regulatory and achieved level of economic security of the enterprise, identification of new types of threats and adaptation of enterprise development plans.

The tactical level is focused both on the rapid response to changes in the internal or external environment of the enterprise, and on the development of preventive measures. The main prerequisites for the enterprise success are found both inside and outside, that is, success is associated with the enterprise's adaptation degree to the external environment. Whether it will be sustainable, whether it will not lose the opportunities that arise in the external environment, or it will be able to take full advantage of the opportunities provided – these are the main criteria for the effectiveness of the entire management system [4].

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