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DOI <https://doi.org/10.26661/2414-0287-2024-3-63-17>**PROJECT OF ECONOMIC SECURITY OF THE ORGANIZATION****Kisilyova I.Yu.***Zaporizhzhya National University  
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ORCID: 0000-0002-6486-6546***Key words:**security, economic security,  
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The article is devoted to the study of the problems of the formation of the concept of organizational and economic mechanism for ensuring the economic security of the enterprise in modern conditions for the development of the domestic economy. In particular, scientific approaches to the definition of the concept of «mechanism for ensuring economic security» are analyzed, as well as the interpretation of the category «organizational and economic mechanism for ensuring the economic security of the enterprise» is summarized. The study of the organizational and economic mechanism for ensuring the economic security of the enterprise from the point of view of an integrated approach makes it possible to present it as a holistic system, which is formed from a set of interrelated elements. The concept of enterprise security is a holistic and systematic understanding, vision and representation of ways to eliminate hazards that really threaten or may threaten the enterprise from the inside and outside, as well as ways to minimize possible harmful consequences. The sequence of stages of formation of the concept of management of financial security of enterprise has been formulated: analysis of risks and threats to financial security of enterprise; development of methodological tools for assessing the state of economic security of enterprise; development of a strategy for managing the financial security of the enterprise; development of a mechanism for managing the financial security of the enterprise; assessment of the effectiveness of the implementation of the concept of managing the financial security of the enterprise; adjustment of tactics and strategy of financial security management in accordance with changing conditions. It is shown that the mechanism of economic security of enterprise functioning is a set of: philosophy of economic security of enterprise; functions that implement the process of managing economic security; resource support for the mechanism; target orientation, containing the main organizational forms and economic tools necessary to ensure the economic security of the functioning of the enterprise. The general algorithm of the process of organizing financial security has been induced.

**ПРОЄКТ ЕКОНОМІЧНОЇ БЕЗПЕКИ ОРГАНІЗАЦІЇ****Кисільова І.Ю.***Запорізький національний університет  
Україна, 69600, Запоріжжя, вул. Жуковського, 66***Ключові слова:**безпека, економічна безпека,  
механізм забезпечення  
економічної безпеки,  
управління економічною  
безпекою.

Статтю присвячено дослідженню проблематики формування концепції організаційно-економічного механізму забезпечення економічної безпеки підприємства в сучасних умовах розвитку вітчизняної економіки. Зокрема, проаналізовано наукові підходи до визначення поняття «механізм забезпечення економічної безпеки», а також узагальнено трактування категорії «організаційно-економічний механізм забезпечення економічної безпеки підприємства». Вивчення організаційно-економічного механізму забезпечення економічної безпеки підприємства з позиції комплексного підходу дає змогу подати його як цілісну систему, яка формується із сукупності взаємопов'язаних елементів. Концепція безпеки підприємства являє собою цілісне та системне розуміння, бачення та уявлення шляхів уникнення небезпек, які реально загрожують або можуть загрожувати підприємству зовні або зсередини, а також спосіб мінімізації шкідливих наслідків.

Сформульована послідовність етапів формування концепції управління фінансовою безпекою підприємства: аналіз ризиків та загроз фінансовій безпеці; розробка методологічного інструментарію оцінки стану економічної безпеки підприємства; розробка стратегії управління фінансовою безпекою підприємства; розробка механізму управління фінансовою безпекою підприємства; оцінка ефективності реалізації концепції управління фінансовою безпекою підприємства; коригування тактики та стратегії управління фінансовою безпекою у відповідності до зміни зовнішніх умов. Показано, що механізм економічної безпеки функціонування підприємства являє собою сукупність філософії економічної безпеки підприємства; функцій, які реалізують процес управління економічною безпекою; ресурсне забезпечення механізму; цільова спрямованість, яка містить основні організаційні форми та економічні інструменти, необхідні для забезпечення економічної безпеки функціонування підприємства. Побудовано загальний алгоритм процесу організації фінансової безпеки підприємства.

### Problem statement

In the context of post-crisis economic development, instability of the external environment and lack of financial resources, one of the main tasks of an entity is to determine the optimal financing strategy that ensures maximum profit growth at minimal risks. Today, borrowed funds are the main resource for providing money for the economic activities of enterprises, regardless of their ownership. In this regard, there is a problem of financial security of the enterprise.

Hence, the key elements of financial management are well-developed long-term financial policy, investment portfolio management, effective control over the own and borrowed capital ratio, which assess the financial stability and independence of the organization. An important element is the formation of an effective mechanism for ensuring the financial security of the enterprise.

### Analysis of recent researches and publications

Domestic and foreign scientists such as Y.V. Bas, T.V. Butenko, Y.A. Buchakchyska, T.S. Karpova, O.S. Korpan, L.Y. Naumova, G.O. Partin, and others deal with the development of issues related to the formulation of the economic essence of project approach to the organization economic security, its tasks, management methods, stages of development, etc. However, this issue is not sufficiently developed, in particular, the ambiguous definition of the concept «project approach to the organization economic security».

### Formulating of objectives

The purpose of the article is to study the essence of the «project approach to the organization economic security» concept, its formation and peculiarities.

### Presentation of the main research material

The project approach to the organization economic security is a purposeful method of future economic system forming. Such complex characteristic as economic security of the organization takes into account the totality of financial, social, production, investment, innovation, resource, industrial and environmental and other potentials» [21,22].

In the process of forming a plan to ensure the economic security of the organization, it is necessary to identify its key determinants and determine the appropriate indicators, which will assess the need for resources, time and opportunities to increase the level of economic security. In our opinion, it is advisable to single out the key determinants of the economic security of the organization, taking into account the levels of its provision. For this purpose it is necessary to distinguish macro-, meso- and micro-levels.

The composition of the key determinants in the system of organization economic security is given in Table 1.

The process approach [7] allows to ensure economic security through the proper organization as well as management and improvement of organization financial and economic processes. The advantages of this approach include the independence of employees and departments in making managerial decisions, concentration on work, a large distribution of responsibility, minimal control and administration [73].

At the same time, it is not without drawbacks, such as inefficient use of resources, due to tight deadlines and “safe” assessments of tasks, including time reserves, the preservation of the risks of delaying the completion of tasks. So the hard finish dates of tasks, typical of any repetitive processes, require appropriate reserves of time, which leads to insufficiently efficient use of resources. At the same time, the risks of task delays remain. [73] These factors show the internal reserves of growth for the organization.

Nowadays in practical activities, there are trends in the transition from traditional theoretical approaches to the management of the organization (situational, structural and functional [6, 30, 92]) to relatively new (process and project) approaches.

The need for the existing approaches evolution is due to the shortcomings identified as a result of the analysis of the processes of financial and economic activities of organizations, based on the study of the tools of each approach and the methodology for studying the category “economic security of the organization” (Table 2).

The process approach is a natural evolution of the functional approach. Each business process is a logical series of

Table 1 – Key determinants of economic security of the organization

Level of economic security	Key determinants
Micro level	Financial
Meso-level	Industrial
	Production
	Territorial
	Informational
Macro level	Political
	Socio-economic
	Resource (personnel, raw materials)
	Sales
	Social
	Investment technology
	Industrial-ecological
	Managerial
	Institutional

Table 2 – Disadvantages of traditional approaches to the management of the organization

Approach	The basis of organizational structure	Disadvantages
Situational	Adaptation to the environment	Inconsistency between departments
Structural	Hierarchical basis	Bureaucracy, inefficient methods, low motivation
Functional	Principle of functional areas	Lack of interest in the final product

interdependent actions, using the resources of the organization, aimed at obtaining the final result necessary for the organization and satisfying the interests of customers. In this case, the process is considered as a mode of operation, reflecting the change in the states of the system.

Taking into account the fact that functions and processes cannot exist in isolation from each other, modern enterprises have to combine functional and process approaches. To do this, it is necessary to simultaneously design the organizational structure (functional areas) and the order of interactions within this structure (processes)”[51].

Analysis of the influence of the external environment on the efficiency of production using the process approach showed the impossibility of obtaining a long-term competitive advantage due to the possibility of applying similar procedures by competitors. Therefore, only business models (processes) and complementary assets that are difficult to replicate by competitors give a competitive advantage [5].

In the conditions of an innovative economy, the effectiveness of the process approach in comparison with others has strengthened its position in operational management, but as a tool for implementing strategy and strategic changes in the organization, business structures prefer project management.

Economic security is an important element of the strategic management system of the organization. In our opinion, it is advisable to consider increasing the level of economic security of the organization as a project, that is, to interpret this category from the standpoint of the project approach [73]. The project approach assumes the possibility of solving any technical problem with a sufficient amount of time and money. One or more resources are often scarce in practice, necessitating the development of tools for this approach.

The essence of project management is expressed by the implementation of the project with the maximum possible efficiency with time constraints, financial and material resources, as well as high requirements for the quality of the final results of the project. The content of the project will be the economic security of the organization, the target component of the project is the achievement of a certain level of economic security of the organization, in the role of classical constraints – time and resources.

So let highlight the main features of the project “Economic Security of the Organization”:

1. The goal of the project is to achieve a certain level of economic security of the organization.
2. The need to comply with the financial and time constraints of the project under the influence of external and internal threats.
3. The uniqueness of each project is determined by its target component (overcoming the crisis, increasing individual indicators, achieving the optimal level).
4. Purposeful transfer of the system from the existing state to some desired state”[73].

In our country, the project approach is now actively developing on the basis of such sciences as management, marketing, HR management and others, and is being implemented in organizations of various industries. Reasonable use of project management tools is aimed at creating an integrated methodology for implementing this approach in the activities of the organization.

The main difference between a business process and a project is its repetition or reproduction over time. The project involves the creation of a unique product, “through the implementation of complex activities and the provision of continuous integrating and coordinating influence with strict restrictions on time, costs and quality of work”[51].

Obviously, management needs to clearly understand the results of the business. The business case for the need to implement a project management system for an organization requires its initial comparative assessment with traditional methods. The results of the comparative assessment are presented in Table 3.

The introduction of professional methods of project management into the organization’s activities increases production efficiency, and allows achieving target results with minimal costs. According to some estimates[77], the effectiveness of the implementation of the project management system is confirmed by an increase in the value of the business by up to 20% due to the improvement of the quality of planning and the most efficient use of resources.

At the same time, the implementation of the project approach is associated with certain difficulties and problems of an organizational and technical nature.

The first problem is the interpretation of the category of “project”.

A misunderstanding of the essence of the project structure can lead to complete organizational and managerial chaos. Nowadays, depending on the conditions of operation, industry affiliation, market conditions and other factors in different organizations, different initiatives are understood as a project.

As an independent field of knowledge, project management has existed for quite a long time, but the interpretation of the category “project” under the influence of trends occurring in the development of the theory and practice of project management continues to be clarified. Despite the existing differences in the definition of the essence of the project, there are common features that allow us to identify it as an activity aimed at achieving a specific result in the foreseeable future with fixed deadlines and budget.

It should be remembered that each project is inherently unique. Therefore, for different types of projects, depending on the goals and limitations, it is advisable to develop an individual risk management system with the appropriate depth and evaluation intervals, as well as a set of measures. Planning project activities, in contrast to the current one, is a more complex and responsible procedure, since the risks inherent in projects due to its uniqueness are much higher. The development of the theoretical basis of project management and the generalization of practical experience

made it possible to apply this approach in each organization that needs specific systemic changes.

The achievement of the set goals and effective results is ensured by the rational use of all resources in the process of developing its activities. Thus, the management of the organization, when deciding on the transition to project management, should correlate its business idea with the main features of the project. The transition to the project “rails” for the sake of the transition itself will not allow you to get the expected benefits, but it will not save you from the complexities and costs of implementing and implementing this approach. “The second problem is the readiness to switch to the project system [55]

The introduction of project management in an organization with a linear management structure is accompanied by a transformation into a matrix structure. In this case, each employee simultaneously reports to the heads of the structural unit and the project, which requires a clear prioritization of tasks, rational allocation of resources, detailed time planning and consistency of managers at various levels.

In practice, the following key stages of the transition to the project system are distinguished:

1. Creation of a unified procedure for project management, described in the relevant regulations.
2. Reorganization of the company.
3. Clear functional separation of employees and departments within the projects.
4. Coordination of projects.
5. Development and implementation of an information system as a tool for scheduling and control of project work.

Thus, in order to move to full-fledged project management, the organization must reach a certain level of maturity.

The third obstacle on the way to the project system is the cost of setting up project management. The cost of implementing a project management system is determined by the size of the organization and the cost of the project management information subsystem responsible for project planning, budgeting, database of implemented projects, etc.

There are the following main strategies for optimizing the cost of implementing project management:

1. Development of internal methods with the participation of competent employees involved in projects, and

Table 3 – Comparison of traditional methods and project management

Parameter	Traditional approaches	Project approach
Management methods	bureaucratic administrative-command	modern market relations
Methods of work and expense planning	obsolete, inefficient use of material and human resources	detailed planning, optimization of all costs and resources,
Motivation for the final result	No	reasoned
Timing of work	delayed deadlines for work	in the shortest possible time
Approach to the organization and selection of specialists	departmental	competitive basis a
Interest in high quality of work	No	focus on high quality
The ratio of time costs and quality of work	excessive involvement of employees, loss of quality	minimum necessary time expenditure for high quality
Work costs	do not correspond to their real volume	for the amount of work performed τ

the involvement of specialists from a consulting firm. This method of transition to project management takes more time, but is cheaper.

2. The use of start-up consulting in key departments of the organization in order to move the formulation of project management “from the dead point”. This method is relatively fast, but requires large financial investments. Obviously, the costs of implementing project management should not exceed the expected benefits from its use.

The next organizational problem in the transition to project management is the issue of combining process and project activities. The introduction of project management involves reorganization and changes in the organizational structure. The responsibility of a manager who applies a functional or process approach is to solve specific problems, form business processes and control personnel. With the implementation of the project approach, the control of process stages and their boundaries moves from functional managers to project managers. Thus, in order to ensure the sustainability and increase the efficiency of the organization's activities, it is necessary to define formal rules for the coexistence of process and project activities.

The next issue is the control of project costs. To solve it successfully, it will be necessary to review the applied planning methods and the level of control. “It is advisable to plan the costs of the project in proportion to the cost of working time for the implementation of the project and coordinate with the management. Project costs should be controlled on the basis of their compliance with the planned level on the basis of the distribution of personnel time and salary costs according to the relevant drivers [75].

At the same time, the control of project costs must comply with the principles of expediency and economy, otherwise bureaucratic administrative and command methods of control can lead to irreversible consequences for the “project team”, violating the corresponding necessary level of trust.

Successful completion of any project is possible with a comprehensive accounting of two components of project management:

1. The technical side of project management includes planning and cost assessment, project management and control, risk and quality management, as well as the preparation of project documentation and evaluation of results.

1. The managerial competence of project management is determined by the unity of the project team, the level of communication, the motivation system and the focus on the result. It is the ability to form a team charged with obtaining the necessary “product” as a result of the project, in conditions of limited material and time resources, to instill in it the psychology of success, is often a key factor in leveling some inevitably arising technical inaccuracies due to the uniqueness of the project.

Accounting, monitoring and analysis of these factors is a very laborious process that requires significant time and certain financial costs, which necessitates the allocation of a full-fledged system responsible for ensuring the economic security of the organization. At the same time, it is impossible to ensure full monitoring and accounting of these factors in the absence of an appropriate system

for ensuring the economic security of the organization. The system itself needs appropriate theoretical, methodological and legal support. Theoretical aspects of economic security, such as threats, criteria, indicators and indicators in practice do not receive real application due to the lack of specific management decisions aimed at both “targeted” troubleshooting in the system (tactical measures) and promising strategic measures [74].

Thus, economic security as a project is defined as a set of management decisions of an organizational and economic nature that regulate the process of the organization's activities under the influence of various kinds of threats in the appropriate regulatory and legal form.”[74]

To date, the combination of project and process approaches seems to be very effective. At the same time, the introduction and application of this methodology requires the development of an appropriate corporate standard for the unification of management procedures and uniform measures for the application of process or project approaches, depending on the activities carried out. “Ensuring a harmonious combination of process and project activities in the organization involves the following stages:

1. Development of the structure of operational activities of the organization. At this stage, the project managers conduct a formal description of the organizational and functional structure of business processes, the allocation of all functions of the organization, the appointment of performers. Partial restructuring of business processes allows you to replace redundant and duplicate functions with missing ones.

2. Creation of mechanisms for the implementation of processes in project form:

- construction of alternative options for the implementation of processes;
- adaptation of the company's management system and transition to the implementation of projects;
- formation of regulations for the interaction of process owners with project managers.

3. Creation of mechanisms for unified project implementation. The processes required for project execution are grouped and described in the form of procedures [51].

Each procedure is assigned a manager who controls its effective implementation and further development, which ensures equality between projects and processes. The result of the project can be not only products, but also the solution of certain internal tasks to improve the quality of products and the efficiency of labor organization, optimization of financial flows.” [74]

In view of the above, economic security can be considered as the content of the project. Today, project management is an integral part of the organization's management system. In our opinion, the PRINCE2 methodology is most convenient for the purposes of the project “Economic Security of the Organization”. Let's fix the main stages of work on this project:

1. Determination of the deviation of the actual indicator from the target.
2. Identification of threats to the economic security of the organization.

Table 4 – Correlation of the main components of the economic security of the organization and the procedures of the project approach [73].

Components of the EB system	Procedures consistent with the project approach	Contents of the project "Economic security of the organization"
1 Determining the level of Economic Security	Beginning of the project ra (SU).	Determining the deviation of the actual level of economic security of the organization from the target
2 Threats of EB		Identification of EB threats
3 Criteria, indicators, indicators of EB, threshold values of indicators	Project Planning (PL).	Calculation of scenario options for the ratio: a) high budget, short-term period; b) average budget, medium term; c) low budget, long-term period.
4 Measures to counter threats	Project management (DP).	Preparation of an action plan – Gantt schedule for three periods (short-term, medium-term, long-term)
5 Countermeasure mechanism	Stage Control (CS). Stage boundary control (SB). Product Manufacturing Management (MP).	Solving the problem of optimization of financial and time resources on the basis of the critical chain method
6 Monitoring	Project Completion (CP).	Identify your organization's EB threats according to key determinants

Calculation of scenario options for the ratio of financial resources and time: a) high budget, short-term period; b) average budget, medium term; c) low budget, long-term period.

4. Solving the problem of optimizing the distribution of time and financial resources of the organization;

5. Drawing up an action plan – Gantt schedule for three periods (short-term, medium-term and long-term);

6. Identification of threats to the economic security of the organization in accordance with the main determinants [73].

Next, we will adapt the main stages of work on the project to the PRINCE2 methodology. Let compare the main components of the economic security of the organization and the procedures of the project approach. The results obtained are presented in Table 4.

The final stage will be the formation of a plan reflecting the key determinants and indicators of the organization's economic security system, in order to determine the available resources, time and opportunities to improve the level of economic security of the organization.

Further assessment of the level of economic security is carried out as follows: 1) on the basis of the traditional approach, the main indicators are identified in accordance with the key determinants characterizing the activities of a particular organization at the macro, meso- and micro levels;

2) calculation of actual values of indicators;

3) determination of threshold values of indicators;

4) comparison of actual and threshold values of indicators;

5) allocation of “sagging” indicators;

6) determination of the minimum (min), average (ave) and maximum (max) time required to achieve the target value of the indicators;

7) determination of the minimum (min), average (ave) and maximum (max) budget necessary to achieve the target value of the indicators;

8) ranking of threats to economic security;

9) formation of a plan of measures to ensure economic security [74].

The proposed methodology makes it possible to adapt the process of ensuring economic security taking into account all its applicable organizational structure.

### Conclusions

Despite the shortcomings the project approach to the organization economic security is a purposeful method of future economic system forming. The use of this approach allows you to optimize the resources of the enterprise, clearly build an algorithm for carrying out work, thereby allowing you to achieve the goal in the shortest possible time and avoid unnecessary expenses.

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