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STRATEGIC ASPECTS OF MANAGEMENT OF ECONOMIC SECURITY OF ENTERPRISES IN THE CONDITIONS OF MOTIVATION

Abstract. The thesis defines the main aspects of economic security management of enterprises in the conditions of motivational challenges in the strategic dimension. The dependence of the strategic economic interests of the enterprise and ensuring economic security as a source of its motivation is revealed.

Key words: management of economic security of enterprises, strategic management, motivational management, economic interests, economic security of the enterprise.

Variability of conditions and environment of enterprises functioning condition the constancy of management tools application to achieve the optimum level of economic security of enterprises. Today, the activities of enterprises in the industrial sector take place under the conditions of awareness of their own interests and motivational challenges to their implementation.

Modern instability and variability of the enterprise's external environment, their influence on the internal environment, direct the enterprise management system to the constant search for new methods and means of economic motivation to increase the efficiency of using available resources, growth and development of the enterprise. Note that the system of economic security has a direct causal connection with the development of the enterprise, its growth strategy. That is, when developing an enterprise's strategy, management must take into account ensuring an appropriate level of economic security. Exactly such approach is demonstrated by motivational management of economic security of the enterprise: strategy of the enterprise taking into account security aspects, is caused, first of all, by the fact that development and growth of the enterprise is impossible without providing security support of motives both inside and outside of it [1].

Implementation of strategic management of business processes involves not only ensuring the short-term efficiency of their implementation, but also to ensure the effective operation of the enterprise for a long period. Such management consists in forming and implementing a long-term strategy for the development of business processes on the basis of continuous control, changing the configuration to ensure that the long-term goal is achieved [2, p. 110].

The strategic content of the economic security of enterprises is revealed through the relationship of strategic economic interests of the enterprise, the use of opportunities of external and internal environment with the application of productive interaction (Fig. 1)

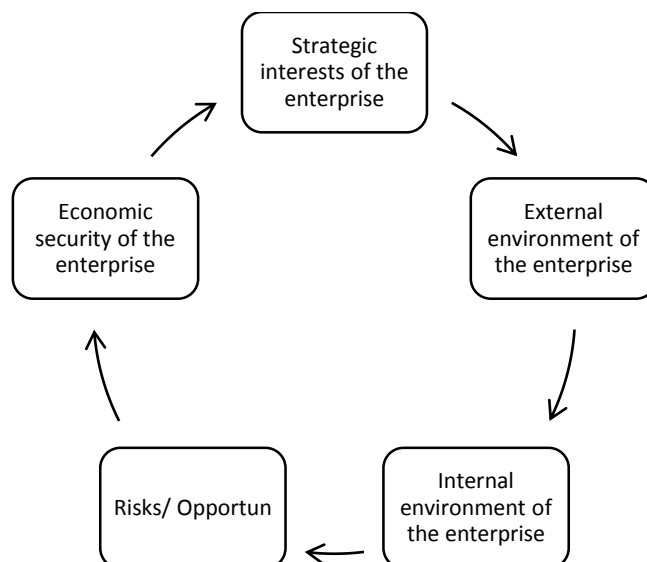


Fig. 1. Interrelation of strategic economic interests of the enterprise and ensuring economic security [2]

According to modern scientific research, the main purpose of strategic planning is to improve the response of the enterprise to the dynamics of the market and the behavior of competitors. The key direction of strategic planning is the analysis of both internal capabilities of the organization, and external competitive forces and the search for ways to use external opportunities, taking into account the specifics of the enterprise [3], which contributes to the interests of business entities and is one of the conditions for their development. The strategy of economic security is considered as "a set of the most significant decisions and measures aimed at ensuring an acceptable level of security of the functioning of the enterprise" [4, p. 165]. Considering this definition, we believe that it is necessary to emphasize that this strategic approach to the management of the economic security of the enterprise is also motivational in nature, since "the most significant decisions and measures" correspond to the motivation of a particular management subject.

In modern economic conditions, the mechanism of motivational management of the economic security of the enterprise should be formed in the strategic dimension in combination with the tools of strategic planning, which requires compliance with the conditions:

- all processes at the enterprise, especially those related to economic security must be planned, which allows a timely response to threats and dangers;
- motivation of personnel to maintain a proper level of economic security must take place constantly and be taken into account in the strategic dimension of the enterprise's activity;
- enterprise economic security management is based on the principles of investment portfolio management. Each of the enterprise systems, including economic security, has a certain profit growth potential, and resources are allocated to each of them accordingly;
- assessment of all systems of the enterprise, its general economic activity, study of indicators of market growth and position of the company in a particular market is relevant;
- in spite of common features, each enterprise develops its own original development strategy, taking into account the specifics of the state of economic security, the features of the industry available resources, goals and objectives.

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