

MANAGEMENT ORGANIZATION OF FINANCIAL-ECONOMIC SECURITY OF CORPORATE INTEGRATIVE DEVELOPMENT OF SERVICE ENTERPRISES

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Abstract: The article is devoted to the theoretical substantiation and development of methodological support for the organization of financial and economic security management of corporate integration development. The semantic analysis of the concepts of economic security and integration development is carried out. By correlating the results of such analysis with systematized factors of the start of the integration process, the content of the concept of corporate integration development is determined and the logic of economic security management of corporate integration development of service enterprises is substantiated. This justification is made using the methodology of system dynamics. The list and content of the stages of the organization of corporate integration development management are identified. The orientation of the stages to achieve complementarity of business processes of the participants of the integrated association of enterprises allowed developing a scheme of coordinated generation and using of integrated resources of corporate financial and economic security of enterprises in the service sector.

Keywords: Corporate security, Economic security resource, Enterprise development, Integrated business associations, Management organization.

1 Introduction

The development of the national economic system is impossible without creating appropriate conditions for the sustainable and safe operation of enterprises and other economic entities [18]. This raises a number of issues that need to be addressed in a coherent way and relate to different areas of research and knowledge. Ensuring the sustainable development of the enterprise usually requires it to accumulate significant potential, take advantage of market positions and gain an advantage in competition. For most companies, these conditions cannot be met on their own, so they join their own kind of integration or cooperation association [20].

The emergence of corporate integration associations (CIAs) solves some of these problems, although it leads to fundamentally new threats to economic security. Such threats apply both to the CIA as a whole and to individual participants involved in integration. Moreover, ensuring sufficient resilience and overcoming all threat factors will limit development processes, as overcoming all possible contradictions in the functioning of CIA (especially contradictions between current and desired operating conditions) will eliminate the start of development processes. Accordingly, there is a problem of creating such mechanisms of economic security management, which would be integrated with the management of CIA and promote their development. The solution to this problem is complicated by the existence of a fairly wide range of types of integration associations, each of which requires the development of its own principles of organization of development management and ensuring its economic security.

2 Materials and Methods

The solution of these problems correlates with the significant scientific achievements of leading economists. The main difficulty is, firstly, the lack of unanimity of scientists in defining both the concept of “economic security” and the concept of “integration development” and even “corporate integration association”. Secondly, the stated scientific problem involves the coordinated application of these concepts in the formation of the contours of economic security management of corporate integration development, which significantly expands

the subject area of research [21]. At the same time, while a lot of research is devoted to the separate consideration of the components of this management process, their coordinated presentation in scientific papers is quite limited. Third, the study of economic security of the enterprise intersects with a number of threat factors that change their nature in relation to development processes and in the case of the beginning of the integration of enterprises [19]. In the case of such interaction, it is possible to strengthen the influence of individual threat factors, as well as to reduce the impact by increasing the potential for counteraction to it in an integrated association. It is also possible that specific threats will arise for the corporate integration association as a whole. In this regard, systematization of factors of start of integration processes, as each of such factors will be connected with own set of threats to economic security of development of CIA, presented in Table 1, is of particular importance.

Next, we note that the decision-making management of the enterprise to engage in integration and cooperation relations must be carried out taking into account their impact on the level of its economic security of operation and development. In this case, if we turn to the interpretation of economic security Kurkin [9] as “the degree of security of attracting all the necessary resources needed to create consumer values” [9, p. 127], it is possible to provide correlation in the context of the resources available to the enterprise parameters of the start of the integration process and the features of maintaining its economic security. Belkin [1] generally emphasizes the existence of a corporate resource of economic security, as “sources of objective and subjective conditions of operation, as well as means and opportunities for self-preservation” [1, p. 185]. Accordingly, the desire to join such a resource of economic security can be seen as a factor in starting the integration process.

Table 1: Systematization of factors of the integration process start

Generalized characteristics (semantic feature) of the start of the corporate integration process	Factors, incentives, and reasons for starting the integration process	Authors				
		O. Williamson [17, p. 169-171]	Yu.B. Ivanov [6 p., 50]	P. Gortschalk [4, p. 195]	Butyrkin 2, p. 3/74/7]	I.Yu. Michurin [11, p.126-135]
Resources and competencies (resource management practices)	Unique raw materials purchased on the market and necessary for the work of CIA	+	+			
	Similarity in terms of resources	+	+	+		
	The complexity of reproduction and the value of the resource					
	Overcoming distortions in the distribution of factors of production					
Adjacency of goals and similar interests	The presence of compatibility of goals and intentions	+	+	+	+	
	Common interests and specificity of production stages					
	Convergence of expectations of different participants of CIA					
	Overcoming the “ticketless problem”					
Differences in experience and access to different knowledge	Availability of different knowledge and experience	+	+	+	+	
	Combining special knowledge					
	Development of social capital					
	Minimize the cost of acquiring information					

Availability of shared commitments and expectations	The emergence of mutual obligations between the participants in the integration interaction	+	+	+		
	Expected duration of the relationship and frequency of joint operations					
	Neutralizing negative effects and increasing market power					

It is clear that the study of Kurkin [9] reveal only one aspect of the definition of economic security, especially when the issues of organization of economic security management of enterprises become increasingly more relevant. There is a fairly wide range of researchers, whose developments determine the content of the concept of economic security and determine the features of its management. Focusing on such developments, it is possible to identify the main areas of manifestation (contexts of consideration) of economic security, a generalized presentation of which is given in Table 2. One should note the shown compliance of the concepts of economic security given in Table 1 to generalized signs of the start of the integration process.

Table 2: The results of semantic analysis of the concept of “economic security”

Semantic feature of the integration factor from Table 1	The concept of awareness (a key aspect of interpretation) of economic security	Author					
		M.V. Kurkin [9]	D.V. Belkin [1]	I.P. Otenko [12]	S. V. Kavun [7]	Z.S. Varnally [16]	L.S. Shulzhenko [15]
Resources and competencies (resource management practices)	State of resources	+	+	+	+	+	
	Competitive advantages						
	Availability of a security resource						
Adjacency of goals and similar interests	Potential for countering threats						
	Protection / security	+	+	+	+	+	+
Differences in experience and knowledge	Sustainability of activity						
	Process						
Availability of shared commitments and expectations	Ability to achieve goals						
	Reliability / capability	+	+	+	+		
Strategic interest	State of resources						
	Measure of harmonization	+	+	+	+		
	Ability to survive						
Harmonization of interests	Harmonization of interests						

Analyzing Table 2, let us note that, to some extent, such factors of the start of the integration process as “experience and knowledge” “fall out” of the existing concepts of interpretation of economic security. At the same time, in the knowledge economy, experience and knowledge represent one of the main types of resources. So, on the one hand, they can be combined with such a factor in starting the integration process as “resources and competencies”. On the other hand – the importance of this factor determines the relevance of its separate consideration.

We also note that unfortunately most of those presented in Table 2 researchers focus on separate consideration of enterprises. Accordingly, it is necessary to conduct research on the peculiarities of the organization of economic security management in the case of integration of enterprises. It should

also be assumed that the content of each of those listed in Table 2 concepts will to some extent be subordinated to the variety and accepted form of integration interaction of enterprises.

The purpose of the article is to develop theoretical and methodological support for the organization of corporate integration development management by the criterion of compliance with the desired level of economic security of life of development actors.

3 Results and Discussion

The basis for achieving the goal of the article is the correlation of those specified in Table 1 factors of the start of the integration process and given in Table 2 concepts of defining economic security. Here we put forward the hypothesis that forming the contours of corporate integration development management should take into account all of the above mentioned in Table 2 concepts of identification of economic security of enterprises. Under this condition, within the management of corporate integration association, several decision-making centers will be allocated, each of which to some extent intersects with one of those presented in Table 2 concepts to determine the content of the concept of “economic security of the enterprise”. Acceptance of this hypothesis allows determining the following logic of corporate integration development management.

Development, within the research by Kuchin [8, p. 7-14], is interpreted as a set of purposeful and irreversible qualitative, quantitative, and structural changes in the economic system. Therefore, such changes should be carried out in compliance with a given level of economic security. At the same time, there should be an increase in the effect of the integration interaction of CIA participants. Since development also involves the transition between the individual stages of sustainable operation, according to Gvishiani [5], it is necessary to distinguish between the economic security of individual states of use of security resources (current state and the state arising from the expansion of interaction) and the economic security of transformational transitions. Graphic representation of this logic is given in Fig. 1.

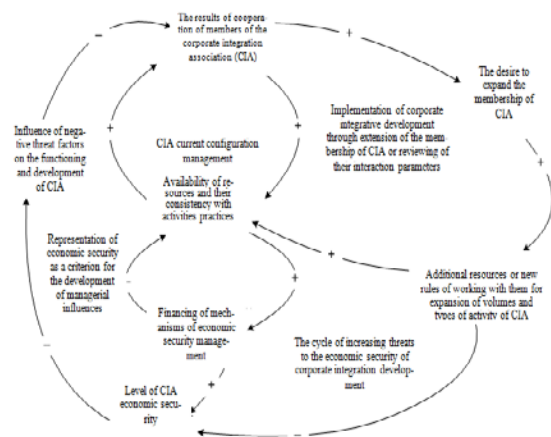


Figure 1 – The logic of economic security management of corporate integration development

Therefore, focusing on the presented in Fig. 1 visual representation of the logic of economic security management of corporate integration development, we propose the stages of organization of such management. At once we will pay attention at the fact that it is not impossible to consider stages of the organization of management of economic safety without reflection of their interrelation with stages of the organization of management directly to integration development and management of corporate integration formation as a whole. The basis for determining the composition of the stages of the organization of management will be presented in Table 3 generalized presentation of the list of such stages in the works of leading economists.

Let us note that the basis of the Table 3 stages are based on the statement of Raichenko [14] on the representation of the organization both as one of the functions of management, and as the definition of relations and elements of the management system, and as a process of establishing the structure of the management system and regulating relations between its elements. Another advantage of the proposed in Table 3 approach is that each of the aggregate stages of the organization of management presented in it is correlated with that specified in Table 2 concept of identification of the concept of economic security. Namely in the case of such a correlation, the imposition of the criterion of economic security on the processes of activity and management of KIO is realized, as it is declared in Figure 1.

Table 3: Generalized presentation of the stages of organization of enterprise management

Concepts of defining the concept of "economic security", which correlate with a certain stage of management	The aggregation of stages of the organization of management of the enterprise offered	Characteristics of the stage in the existing research on the organization of management	Authors			
			vanov, Pilipenko [6, p 64-69]	Raichenko [14]	Laftulin [10]	Prigozhin [13]
1	2	3	4	5	6	7
Ability to survive, security	Defining the subject of management and the principles of its work	Justification of the specifics of the subject of management and the conditions of its work	+	+	+	
		Formulation of principles of development and implementation of managerial influences				
		Defining the rules of formation of objects and subjects of management	+			
State of resources, sustainability, process	Formation of architectural and hierarchical representation of the object of management	Defining dependencies for the combination of object and subject of management	+			
		Formation of hierarchy of divisions	+			
		Development of a model of the control object	+			
Ability to achieve goals, competitive advantages	Formalization of strategic goals and guidelines	Development of a system of goal setting (goal trees) of the subject of the object	+			
		Determining the logic of reconciling the interests of the company and all stakeholders	+			
		Coordination of goal setting with the functions and parameters of the control object	+			
Harmonization of interests, reliability, potential for countering threats, process	Coordination of levers and tools within a single control mechanism	Forming a management mechanism as a set of methods for developing and implementing managerial influence	+			
		Creating a system for implementing management functions	+	+		
		Development of tools, techniques and ways to achieve goals	+			
		Forming the order of organization of the management process in the form of sequences and feedback loops	+			
Measure of harmonization (optimization of the distribution of management functions), potential for countering threats (personnel component)	Organizational and institutional regulation of the enterprise management mechanism work	Development of relationships in the form of organizational management structure	+	+		
		Content filling and distribution (optimization of distribution) of managerial functions between divisions of the enterprise	+			
		Development of a management process model (regulation of	+			

		managerial influence)				
		Regulation of the work of performers	+	+	+	
		Distribution of management functions by elements of the organizational structure of management				
Availability of security resources, strategic interest	Assessment of compliance with efficiency criteria and resource provision	Assessing the relevance of management influences and feedback to each other	+	+	+	
		Development of criteria for evaluating the effectiveness of the implementation of managerial influences				
		Construction of the control system of the control apparatus				

It is clear that both the management process and its organization will have some differences for corporate integrated associations. In turn, the processes of economic security management and development management will also have certain peculiarities. Therefore, focusing on those presented in Table 1 and Table 2 approaches to understanding the logic of economic security of integration development, as well as presented in Figure 1 approach to the organization of management of such security, we can determine the corresponding change in the content presented in Table 3 stages. Characteristics of such stages are given in Table 4. Thus, directly, the list presented in Table 4 stages is based on the specified in Table 3 their aggregate representation. Also, Table 4 reveals the content of the stages of management organization and presents the links between them in terms of elements of Figure 1.

Table 4: Characteristics of the stages of organization of security management of corporate integration development

Stage of management organization	Operational management organizations		Organization of development processes management	
	Organization of the management of the functioning of the corporate integration association	Organization of management of economic security of CIA functioning	Organization of corporate integration development management	Organization of economic security management of corporate integration development
Defining the subject of management and the principles of its work	Determined by the type of association. It comes down to choosing one of the types of corporate center for [3]	Separation of CIAs responsible for economic security as part of the corporate center	Institutional structure of the corporate center and senior management of CIA participants	Regulation of certain security tasks for the institutionalized subject of integration development management
Formation of architectural and hierarchical representation of the object of management	Description of the business model, processes and institutional relationships and relationships of CIA participants using one of the standards of architectural description of systems	Description of the composition, parameters of use and distribution by participants of the CIA of the corporate resource of economic security	Development of a promising business model with the definition of new resources and practices for working with them, which should be involved in CIA	Description of the parameters of the formation of the corporate resource of economic security in the future. Estimation of its distribution according to perspective CIA architecture
Formalization of strategic goals and guidelines	Formation of a consolidated list of goals and principles of interaction	Assessment of the level of economic security by areas and consolidation of the	Assess the consistency of development goals and the level of their perception by individual members of the	Assessment of potential threats to economic security when changing the vector of CIA goals. Consideration of

	of the members of the integration association	list of threats to activities	association	goals in terms of security threats
Coordination of levers and tools within a single control mechanism	Formation of levers and management tools. Their distribution by KIO participants depending on the option of building a corporate center	Adding to the levers and tools those responsible for maintaining the desired level of economic security	Expansion of the indicators with indicators of control over the course of transformation processes accompanying development	Allocation of levers of influence on safety of transformation processes and their distribution (together with tools) among all participants of integrated integrity
Organizational and institutional regulation of the management mechanism	Formation of a matrix of organizational and functional projections. Distribution of management functions by levels of hierarchical construction of CIA	Imposition of safety criteria on management functions and distribution of safety requirements by levels of CIA formation	Determining the features of the implementation of management influences to ensure the transition of CIA to a new state of resource use	Institutional design and consolidation of the roles of CIA participants in mutual support of economic security of transformational development processes
Assessment of compliance with efficiency criteria and resource provision	Assessment of resource dependence of management processes. The share of costs for the management mechanism and the degree of efficiency of decision-making	Reliability of the management mechanism as a share of threat factors, the effect of which was determined and leveled for the CIA	The level of implementation of tasks for the development and implementation of the program of change. Adherence to the pace of organizational change	Assessing the ability of the corporate center and management of CIA participants to perform their assigned roles to support development security

The result of the passage of specified in Table 1 stages will result in ensuring complementarity of practices and business processes of the members of the corporate integration association. In this case, taking into account those specified in Table 2 features of each of these stages, will impose a criterion of economic security for each current and future practice of CIA participants with corporate resources, and for change the list or content of such practices. Namely in this case, it becomes possible to implement mechanisms to support the economic security of the operation and development of individual enterprises and their integration. The security of development is ensured through the formation of a resource of economic security in the future.

4 Conclusion

Thus, the article presents a theoretical justification and developed methodological support for the organization of economic security management of corporate integration development. Proof of developments is based on the semantic analysis of the concepts of "economic security", "integration development", and "management organization". Correlation of the results of such analysis allowed formulating a list of stages of the organization of economic security management of the corporate integration process and determining the logic of each of the proposed stages. The peculiarity of the development is to take into account the criteria of economic security in the implementation of each of the stages of management. The reflection of the specifics of the implementation of the stages is differentiated for the processes of functioning and development. The logic of imposing the criterion of economic security on the

process of development management is reflected using the methodology of system dynamics and the application of resource-competence approach to strategic management of the enterprise.

However, it is necessary to conduct further research in such areas as: identification of the features of the implementation of the declared in Table 2 management functions with a detailed consideration of the features of the implementation of each of the functions in the development of the corporate integration association; expansion and development of an approach to the quantitative calculation of criteria for the effectiveness of the organization and conduct of management activities; determining the features of the application of certain tools for the implementation of managerial influence in terms of types of corporate integration. All this determines the prospects for further development of the authors' research.

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