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RESEARCH OF THE IMPACT OF THREATS TO THE ECONOMIC SECURITY OF LOGISTICS ACTIVITIES: CURRENT STATE AND COUNTERVAIL VECTORS

The article focuses on the issues of ensuring stable long-term functioning of logistics enterprises. It is indicated that economic security in the context of critically acute challenges of war and the resulting socio-economic instability is becoming a leading function in terms of preserving the viability of enterprises and organisations, including logistics ones. The paper shows that today enterprises organise their own effective security-oriented activities for such purposes. Therefore, the purpose of the study was to identify threats to the economic security of logistics entities in the current conditions and to substantiate the means of their levelling. The publication identifies risks and threats to the economic security of business entities specialising in logistics services. An instrumentarium for effective security-oriented activities of logistics enterprises has been developed, the implementation of which will improve the activities to ensure their economic security, and, consequently, risk resistance and stability of functioning and development.

Key words: security-oriented management, security, economic security, subjects of logistics activity, challenges, risks, threats.

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ДОСЛІДЖЕННЯ ВПЛИВУ ЗАГРОЗ ЕКОНОМІЧНІЙ БЕЗПЕЦІ СУБ'ЄКТІВ ЛОГІСТИЧНОЇ ДІЯЛЬНОСТІ: СУЧАСНИЙ СТАН ТА ВЕКТОРИ ПРОТИДІЇ

У статті досліджено сутність категорії. Акцентовано увагу на проблемі гарантування стабільного довгострокового функціонування підприємств у сфері логістики. Зазначено, що економічна безпека в умовах критично загострених викликів війни та спричиненої нею соціально-економічної нестабільності стає провідною функцією в сенсі збереження життєздатності підприємств і організацій, у тому числі логістичних. Показано, що сьогодні для таких цілей підприємства організовують власну ефективну безпекоорієнтовану діяльність. Тому метою дослідження було виявлення загроз економічній безпеці суб'єктів логістичної діяльності в сучасних умовах та обґрунтування засобів їх нівелювання. Ідентифіковано ризики та загрози економічній безпеці суб'єктів господарювання, що спеціалізуються на наданні логістичних послуг. Розроблено інструментарій ефективної безпекоорієнтованої діяльності логістичних підприємств, впровадження якого дозволить удосконалити діяльність з гарантування їх економічної безпеки, а отже, ризикостійкості та стабільності функціонування і розвитку. Доведено, що ефективне безпекоорієнтоване управління починається з ідентифікації загроз економічній безпеці суб'єктів логістичної діяльності. Обґрунтовано, що на основі врахування цих викликів суб'єкти логістичної діяльності повинні реалізовувати збалансований комплекс заходів, спрямованих на зміцнення основ фінансової безпеки (формування страхових і резервних фондів; якісне управління та страхування фінансових ризиків; більш ретельне фінансове прогнозування та планування; укладання довгострокових контрактів; диверсифікацію джерел формування та розподілу фінансових потоків), удосконалення техніко-технологічної системи, розвиток інтелектуального та кадрового забезпечення, удосконалення діяльності на ринку, посилення інформаційного поля безпеки, удосконалення силового забезпечення суб'єкта господарювання.

Ключові слова: безпекоорієнтоване управління, безпека, економічна безпека, суб'єкти логістичної діяльності, виклики, ризики, загрози.

Modern researches on economics and management of enterprises have convincingly proven that ensuring sustainable long-term functioning and development of a business entity must be based on careful management of these processes, which is based on safety-oriented management. In turn, the basis here is knowledge in the field of economic security of enterprises and organizations.

Consequently, effective security-oriented management is closely related to success on two fronts: 1) timely and complete identification of threats to the economic security of logistics entities; 2) definition and implementation of a system of tools and means of leveling threats to the economic security of subjects of logistics activity.

The objective of the determining the threats to the economic security of the subjects of logistics activity in modern conditions and justifying the means of their leveling.

Under wartime circumstances, domestic business entities specializing in logistics faced significant difficulties, mainly related to the destabilization of the domestic market. Consequently, threats to the economic security of logistics entities affect all their components, including financial, technological, human resources, market, informational, and regulatory aspects.

Accordingly, domestic logistics entities should work on leveling or at least reducing the level of negative impact of these threats on the processes of their sustainable functioning and the formation of prerequisites for further progress.

Thus, the conceptual and applied principles of improving the institutional and economic mechanism of ensuring the economic security of logistics entities should be aimed at: 1) mobilizing resource provision of enterprises in the direction of strengthening their market competitive advantages; 2) the development of powerful motivational economic and socio-psychological incentives for the employees of the enterprise for the formation of the final results of the performance of their direct job duties; 3) optimization of the cost management subsystem of the subject of logistics activity within the structural components of its main business processes; 4) improvement of the interaction of the internal and external environment of the subjects of logistics activity on the basis of improvement of their organizational structure, management structure and development of adaptive properties of these enterprises; 5) improving the quality, environmental and safety properties of the logistics service system in accordance with the changing preferences and needs of consumers [2, p. 224].

The systemic disadvantage of the currently used economic mechanism for ensuring the economic security of logistics entities is its imbalance, which not only restrains the growth of their market capacities,

but also complicates the management of production and sales processes, increases the likelihood of internal conflicts of interests, confrontations and contradictions, limits the parameters increasing the efficiency of using the resource potential of enterprises.

Taking this into consideration, one strategic direction for enhancing the institutional and economic mechanism for ensuring the economic security of logistics entities is to improve the functional interaction among its constituent elements. This requires aligning managerial influences, motives, and interests within the institutional and economic blocks of the mechanism under study.

On one hand, the institutional block should focus on creating favorable conditions to leverage the resource potential for ensuring the economic security of logistics entities. On the other hand, the resource reserves developed within the economic block should facilitate aligning the institutional structure of the enterprise with European standards and requirements [1, p. 46].

Enhancing the functional interaction between the institutional and economic blocks of the mechanism for ensuring economic security involves refining its corresponding framework in terms of structural components. This includes:

Input Mechanism: diversifying the sources for forming the information base, aligning the strategic goals of the enterprise with tactical and operational tasks, adopting long-term business planning practices, overcoming institutional and economic barriers and conflicts, harmonizing the interests of management personnel with those of strategic market partners, minimizing the potential for conflicts within the enterprise's internal and external environments, and aligning the fundamental management principles of logistics entities with the priorities of sustainable development and the country's European integration goals.

Analytical and Project Subsystem: this includes implementing innovative market research methods, establishing a monitoring subsystem for business process parameters, modeling enterprise risks and threats, diagnosing the market environment to identify key interrelationships and interdependencies, determining essential factors for ensuring economic security, and forecasting both pessimistic and optimistic scenarios while considering potential market changes. Additionally, it involves deploying tools to mitigate the destabilizing effects of threats, applying crisis management strategies, and designing diverse tactical management solutions to enhance the competitive advantages of the enterprise.

Organizational Unit: this involves balancing the distribution of powers and responsibilities among the organizational and structural divisions of the logistics entity, optimizing the production and industry structure alongside the management framework in response to

market challenges. It aims to enhance the efficiency and effectiveness of management processes, ensure resource and technological support for business operations, establish clear sources and mechanisms for financing planned economic security measures, and create a subsystem for operational monitoring and adjustment of management decision packages [5].

Improving the interaction of the institutional and economic block of the mechanism for ensuring the economic security of logistics entities requires adequate coordination of managerial influences at the level of heads of organizational and structural divisions of these enterprises. This involves not only the organization of the traditional periodic joint operational coordination meetings of managers, but also the rationalization of the personnel policy of the entity and the revision of established approaches to the development of managerial personnel in terms of ensuring the coherence of their actions, minimizing the likely manifestations of conflicts of interest between the heads of structural units, making it impossible to duplicate functional powers and responsibilities, balancing of tools for the implementation of control functions, formation of a favorable moral and psychological climate in the team, activation of the development of informal relations between employees of the entity [3].

A structural gap in the institutional and economic mechanism for ensuring the economic security of logistics entities is the lack of an effective subsystem for transforming the existing advantages of resource potential into strengthening their competitive positions on the market. This not only restrains the development of the subject of logistics activity, limits the amount of profit received and prevents the formation of processes of its extended reproduction, but also increases the irrationality of the use of resources of the subject of logistics activity, makes it impossible to increase the social and ecological efficiency of management, and increases the risks of the market environment. In this regard, one of the strategic directions of improving the institutional and economic mechanism of ensuring economic security is the formation of a subsystem of transformation of the strengths of the existing resource potential of the subjects of logistics activity to strengthen their competitive positions on the market [6, p. 25].

To facilitate the transformation and enhance the efficiency of resource utilization in logistics entities, thereby boosting their economic security, it is advisable to focus on implementing the following organizational and economic measures: 1) optimization of the cost management tools of logistics entities, which will ensure the strengthening of their market positions in the aspect of improving the price parameters of competitive struggle (it involves reducing the energy intensity of services, minimizing transport costs, forming one's

own resource base, improving material and technical support on the basis of cooperation, optimizing the cost structure of services in terms of reducing its material component, etc.); 2) activation of the process of innovative technical and technological modernization of logistics entities, which will allow to strengthen the competitive advantages of their technological cycles (requires the introduction of energy-saving technologies, the formation of closed cycles of logistics technologies, the minimization of human intervention in the logistics process, the improvement of technological maps, the automation of technological processes, formation of warehouse capacities); 3) improvement of the quality, safety and consumer properties of services, which will facilitate the prospects of the domestic subjects of logistics activity entering the foreign markets of the countries of the European Union; 4) rationalization of logistics flows of the subjects of logistics activity, which will increase the efficiency and profitability indicators of their activities (provides for the coordination of financial, material and information flows of the enterprise on the basis of the elimination of duplicate connecting links of the technological chain, optimization of distribution channels and minimization of the number of market intermediaries on the way of moving products from the manufacturing enterprise to the final consumer, implementation of science-based approaches to the planning of logistics flows of the enterprise, diversification of sources of purchase and supply of energy carriers and raw materials, spreading the practice of using railway, river and sea modes of transport for moving products); 5) Enhancing the image of logistics activities will position the company as a dependable partner for fulfilling contracts and delivering high-quality, safe services. This involves promoting the benefits of the company's offerings, optimizing the management of receivables and payables, adhering to warranty terms, maintaining excellent customer service, and preventing the distribution of subpar or unsafe products [4, p. 86].

Effective security-oriented management begins with the identification of threats to the economic security of logistics entity. Based on the analysis of the specificities and contemporary business conditions of domestic entities in logistics, it has been determined that the primary threats requiring proactive measures in this sector include: negative consequences of destabilization of the domestic market in war conditions, which lead to decapitalization, deterioration financial results, receiving losses, bankruptcy, unprofitability of investment projects (financial component of security); loss of the client base and deterioration of the economic results of business due to the use of morally and physically outdated technologies, a decrease in competitiveness due to a lag in the technological level, wear and tear of fixed

assets (technical and technological safety); decrease in demand for services due to a low level of intellectual and personnel support, loss of key personnel due to migration and mobilization, non-rhythmic business processes due to low quality of personnel (intellectual and personnel security); narrowing of the domestic market and loss of customers and income, entry into the domestic market of more competitive foreign logistics companies, deterioration of the logistics infrastructure (market security component); cyber crimes against entity, low level of digitalization of business processes

and relations, digital competences of personnel (information security); destruction of the material and technical and technological base, logistic infrastructure of the enterprise in the conditions of war, raiding, theft of property and assets, key personnel, loss of commercial secrets due to espionage (power component of security).

Prospects for further research in this area involve identifying new challenges and threats faced by logistics entities in highly unstable conditions, as well as examining the influence of both external and internal factors on their management.

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