

# Security Mechanism of Raising the Level of Enterprises Competitiveness

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**Abstract:** The given article researches the essence of the concept of security mechanism of enterprises competitiveness. The authors arrived at the conclusion that this mechanism foresees the working out of a number of tactical and strategic measures aimed at strengthening the enterprise security, stability and competitiveness with simultaneous minimalization of its economic risks. The research studies dynamics of economic entities according to the type of their economic activity. Formulation of security mechanism of enterprises competitiveness proved to be a complicated and complex task requiring specific approaches, permanent developments and integration of enterprises on different levels. The correct control over security guarantees the enterprise its stability and certainty in competitive environment. It is determined that the security mechanism of an enterprise competitiveness is associated with a complex of factors able to influence its efficiency and stability in the market. The research paper presented the enterprise security competitiveness integral index which informs about its high or not high potential. In addition, it helps enterprises to work out industrial plans and some measures on strengthening their stability and efficiency in the market. Calculation of integral index of the enterprise competitiveness security gave the opportunity to formulate five groups of directions and to present the matrix named Strategy of Directions (strategy of growth; strategy of diversification; strategy of innovation development; strategy of development according to expenses; strategy of development according to diversification; strategy of international development). The research paper proved that strategies can be interrelated and adapted depending on their specific directions and the enterprise aims. Successful implementation of the suggested strategies of development guarantees permanent competitiveness and efficient functioning of enterprises in the market.

**Keywords:** Security mechanism, enterprise competitiveness, enterprise security competitiveness index, strategies.

## INTRODUCTION

In today's globalized world security mechanism proved to be a vital factor in raising the level of competitiveness of enterprises. The research actuality is caused by the fact that modern enterprises become more and more vulnerable to cyber threats. Cyber attacks may lead to the leakage of confidential information, disruption of industrial processes and may have a negative impact on the enterprise's reputation. Cyber security providing is of a crucial importance in the matter of preserving both enterprise competitiveness and its customers trust. In addition, intellectual property (patents, copyrights, trademarks) is a valuable asset for all enterprises. Intellectual property defence from unauthorized uses or counterfeitings is a vital component of competitiveness as it allows an enterprise to defend its unique advantages in the market. Security mechanism also includes control over risks connected with natural cataclisms, emergencies or economic changes in the country. An enterprise ability to overcome such risks and its adequate readiness to be adapted to modifications in economic environment is its competitive advantage.

## LITERATURE REVIEW

Scientific literature on security mechanism covers various aspects, including cyber security, data protection, risk-management, security of industrial facilities, etc. In particular, Michael E. Whitman, Herbert J. (2011) Mattord indicate the basic principles and conceptions of data security, cyber-security and risk-management.

Thomas A. Johnson (2015) concentrated his attention on cyber-security and defence of critical infrastructures from cyber-attacks and cyber-wars. The researcher considers threats, technologies and strategies for providing information security. The given direction of research is joined by the works of Eric D. Knapp (2011), who focused his attention on the problems of security of industrial networks and critical infrastructures. He studies defence of SCADA-systems, energetic networks and other industrial systems from cyber-attacks.

David Alexander, Amanda Finch (2020) pointed to the practical approaches in management of information security, including organizational aspects, policy of security, audit of security and ways of eliminating vulnerabilities.

Margaret Woods (2012) concentrated her attention on risk management in organizations and discusses practical meth-

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ods and instruments of risks assessing, control and management.

Mechanism of facilitating the competitiveness of enterprises considering the factor of economic security was researched by Bezrukova N., Shapoval A., Shkodko L., & Stavtyskyi. These authors researched basic principles and instruments of security mechanism influencing the competitiveness of enterprises. In addition, Sokolova M., Tsygankova I., & Matsenko analyze more in details various factors of security (legal security, personnel security, financial security, etc.) and their impact on competitiveness. O.Kozlov examined substantially impact of mechanisms of security on competitiveness of enterprises. His scientific works touch upon the problems of security strategies, implementation of innovative technologies and effective risk-management for providing competitiveness.

All mentioned above scholars made a sufficient contribution in the development of the security mechanism and ways of raising the level of enterprises competitiveness. Nevertheless, in spite of a large number of scientific works, the problems of security mechanism stay researched uncompletely and need further fresh ideas and developments.

All said above confirms the actuality of the given research and its vitality. Our work stresses the importance of security mechanism in raising the level of competitiveness of enterprises. Our findings will contribute to the works of domestic and foreign scholars in theoretical and methodological direction of examining elements of security mechanism which minimalizes impact of cyber-attacks and raise the level of the enterprises competitiveness.

The authors conducted their research in three directions: firstly, examination of components of security mechanism; secondly, research and analysis of functioning enterprises of different fields; thirdly, study of the impact of the components of security mechanism on the functioning of enterprises of various fields.

The article comprises three parts. The first part is concentrated on the examination of the components of security mechanism. The second part is characterizes by studying parameters of functioning of enterprises in different fields and their analysis. The third part suggests construction of the polygon-type chart illustrating the influence of security mechanism on the functioning of enterprises of various fields and determining the most competitive fields.

The scientific aim of the given article lies in solving the following problems:

1. To research the level of competitiveness of Ukrainian enterprises of different fields;
2. To determine factors of security mechanism affecting functioning of enterprises;
3. To determine the most competitive enterprises in the market;
4. To conduct the calculation of integral index of security competitiveness of an enterprise and to determine the the most competitive fields considering the factor of security.

The main conceptions of scientific novelty lie in research and calculation of integral index of security competitiveness of an enterprise and determination of the most competitive fields considering the factor of security.

## MATERIALS AND METHODS

Competitiveness of an enterprise is a complex and many-sided category demonstrating a set of comparative advantages in various directions (economic, technological, informational, innovational, etc.) Unity of the mentioned above advantages formulates more persistent position of an enterprise in the market.

To assess enterprises competitiveness considering the factor of security we suggest calculating the concept of integral index of security competitiveness of enterprises. Integral index of the security of competitiveness of an enterprise is a complex parameter evaluating an enterprise ability to function under competitive conditions. Simultaneously, it also guarantees a high level of stability and security in the enterprise functioning. This index helps to determine the enterprise ability to be adapted to any changes outside and to keep its competitiveness regardless from various risks and challenges.

We suggest calculation of the given index in the following four stages:

1. Study of the levels of competitiveness of Ukrainian enterprises functioning in various fields;
2. Determination of the factors of security mechanism affecting the functioning of enterprises;
3. Determination of the most competitive fields of enterprises in the market; calculation of the integral index of security competitiveness of enterprises and distinguishing of the most competitive fields considering the factor of security;
4. Choosing strategies of development for each distinguished group of fields.

Initial data for calculating integral index of security competitiveness of an enterprise are not homogenous. The index is characterized by different values (units of measurement), as it includes economic, technological, legal, political, sociocultural, regulative, ecological, risk, etc.

Therefore, we unify them according to the formula:

$$Z_{ik} = \frac{x_{ik} - \bar{x}_k}{s_k}, \quad (1)$$

where  $Z_{ik}$  is the standardized value of factor  $k$  for the  $i$ -th industry;  $x_{ik}$  – is the value of factor  $k$  for the  $i$ -th industry;  $\bar{x}_k$  – the average arithmetic value of factor  $k$ ;  $s_k$  is the standard deviation of the sign.

Thus, the value of  $Z_{ik}$  has zero meaning and unit variance.

The suggested approach foresees the use of the fact of influence of external factors on the competitiveness of the enterprise.

We suggest using the following value as an integral index of the enterprise's security competitiveness:

The distance between the most promising and the least promising industries is determined by the formula:

$$d = \sqrt{\sum_{j=1}^n (e_j - a_j)^2}, \quad (2)$$

The distance between the promising and the least promising industry is determined by the formula:

$$d_i = \sqrt{\sum_{j=1}^n (z_{ij} - a_j)^2}; \quad i=1,2,\dots, m, \quad (3)$$

The higher the value of  $d_i$ , the further away from the most promising (closer to the standard) is the  $i$ -th industry. Moreover,  $d_i$  will be equal to  $d$  only if the  $i$ th branch has the maximum value for each coefficient.

In general, the area of the enterprise's security competitiveness polygon is determined by the formula:

$$S(I_k) = \frac{\pi}{4} \sum_{i=1}^n r^2 \quad (4)$$

Therefore, the higher the value of  $S(I_k)$ , the more competitive the industry is in terms of safety. The integral index of the security competitiveness of the enterprise ( $I_{\text{бкп}}$ ) is determined by the formula:

$$(I_{\text{бкп}}) = S(I_k):100 \quad (5)$$

Having determined the most promising industry considering the factor of security, we can form directions of the security mechanism implementation for raising the level of the enterprise competitiveness

The security mechanism of raising the level of competitiveness of enterprises includes identified threats and vulnerabilities that can be included in the system or the process of identifying new potential challenges. All these facts are especially important in the period of martial law. "The absence or insufficient effectiveness of the functioning of security sys-

tem does not allow to respond adequately to the action of external and internal threats, which in the future not only inhibits the development of the enterprise but also leads to its destruction as a socio-economic system" (Fostyak V.I., 2019).

The activities of enterprises considering the factor of security mechanism include a set of measures and strategies aimed at ensuring the stability, and security of the enterprise under the conditions of a competitive market environment and reducing the risks associated with its activities.

In 2021, in Ukraine, the largest specific weight in the overall structure of business entities in industry is taken by wholesale and retail trade enterprises; repair of motor vehicles and motorcycles – 39.74% and information and telecommunications – 14.52%. The smallest specific weight is taken by the financial and insurance business entities – 0.54%.

In general, in Ukraine for 2015-2021. the number of active economic entities by type of economic activity decreased by 0.92%. Within Ukraine, the number of business entities in the information and telecommunications industries increased by almost 2.5 times, educational enterprises, health care enterprises, and social assistance enterprises by 1.6 times (Table 1).

Enterprises and natural persons-entrepreneurs are the units of economic entities by the type of economic activity. Individual entrepreneurs in 2021 accounted for 81.0% of economic entities by the type of economic activity. Among them are wholesale and retail trade enterprises; repair companies of motor vehicles and motorcycles accounted for 42.92%, and information and telecommunications organizations -16.89%. The smallest specific weight was taken by the companies in the field of financial and insurance activities - 0.40%, art, sports, entertainment, and recreation - 0.86%, and education - 0.96% (Table 2).

**Table 1. The number of Ukrainian real economic entities by types of economic activity of Ukraine for 2015-2021, units.**

Fields	2015	2020	2021	Specific weight of Business Entities of the Industry in their Overall Structure, %	Deviation 2021 from 2015 in %
Agriculture, forestry, and fisheries	79284	73368	70803	3.62	89.30
Industry	135149	126337	121787	6.23	90.11
Construction	55128	56926	56627	2.89	102.72
Wholesale and retail trade; repair of motor vehicles and motorcycles	989064	826129	777419	39.74	78.60
Transport, warehousing, postal and courier activities	119037	98307	94633	4.84	79.50
Temporary accommodation and catering	58436	71748	69775	3.57	119.40
Information and telecommunications	116136	234188	284141	14.52	244.66
Financial and insurance activities	12381	10225	10643	0.54	85.96
Real estate transactions	94077	95809	94342	4.82	100.28
Professional, scientific, and technical activity	131035	140374	143210	7.32	109.29
Activities in the field of administrative and auxiliary services	47361	53735	54153	2.77	114.34

Education	10873	16733	17927	0.92	164.88
Health care and provision of social assistance	21683	37583	34574	1.77	159.45
Arts, sports, entertainment, and recreation	14887	15774	15829	0.81	106.33
Provision of other types of services	89908	116416	110457	5.65	122.86
In total:	1974439	1973652	1956320	100	99.08

**Table 2. The number of natural persons-entrepreneurs in Ukraine for 2015-2021, units.**

Fields	2015	2020	2021	Specific Weight of Natural Persons Entrepreneurs in their Overall Structure, %	Deviation 2021 from 2015 in %
Agriculture, forestry, and fisheries	32540	23916	23050	1.45	70.84
Industry	92585	78531	72728	4.59	78.55
Construction	25963	25293	25127	1.58	96.78
Wholesale and retail trade; repair of motor vehicles and motorcycles	895421	727760	680381	42.92	75.98
Transport, warehousing, postal and courier activities	103889	80723	77014	4.86	74.13
Temporary accommodation and catering	50736	64051	62215	3.92	122.62
Information and telecommunications	102519	218134	267757	16.89	261.18
Financial and insurance activities	7927	6057	6409	0.40	80.85
Real estate transactions	61358	59011	58249	3.67	94.93
Professional, scientific, and technical activity	101255	110564	113654	7.17	112.25
Activities in the field of administrative and auxiliary services	31715	34898	35566	2.24	112.14
Education	8784	13992	15245	0.96	173.55
Health care and provision of social assistance	17376	30176	27005	1.70	155.42
Arts, sports, entertainment, and recreation	12798	13439	13565	0.86	105.99
Provision of other types of services	86012	113210	107449	6.78	124.92
In total:	1630878	1599755	1585414	100	97.21

Among all enterprises, the following enterprises have the largest specific weight in their structure: wholesale and retail trade; repair of motor vehicles and motorcycles - 26.16%, industry - 13.23%, rural, forestry, and fisheries - 12.87%. Enterprises in the field of art, sports, entertainment, and recreation constitute the smallest specific weight in the structure of all enterprises of Ukraine - 0.61% (2264 units), although for 2015-2021 their number increased by 8.38%. During the period under research, the number of enterprises in the field of health care and social assistance increased by 75.74%, in the field of education - by 28.39%, information and telecommunications - by 20.32% (Table 3).

For the enterprise's successful functioning today the crucial factor is its availability to security mechanism of competi-

tiveness. The fact of this mechanism availability means this enterprise's efficient and sustainable state of security. This also means that the enterprise adequately reacts on potential threats, and implements measures on minimizing risks. The competitiveness of the enterprise's security mechanism depends on its ability to predict possible threats and prevent their occurrence. Systematic analysis of risks and implementation of preventive measures helps to reduce the vulnerability of the enterprise to possible crises. In general, a competitive security mechanism must be flexible and able to adapt to changes outside. The enterprise must reveal new threats and trends in time and make fresh correctives in its security strategies.

**Table 3. The number of Ukrainian enterprises classified by their industries in 2015-2021, units.**

Fields	2015	2020	2021 p.	Specific weight of natural persons entrepreneurs in their overall structure, %	Deviation 2021 from 2015 in %
Agriculture, forestry, and fisheries	46744	49452	47753	12.87	102.16
Industry	42564	47806	49059	13.23	115.26
Construction	29165	31633	31500	8.49	108.01
Wholesale and retail trade; repair of motor vehicles and motorcycles	93643	98369	97038	26.16	103.63
Transport, warehousing, postal and courier activities	15148	17584	17619	4.75	116.31
Temporary accommodation and catering	7700	7697	7560	2.04	98.18
Information and telecommunications	13617	16054	16384	4.42	120.32
Financial and insurance activities	4454	4168	4234	1.14	95.06
Real estate transactions	32719	36798	36093	9.73	110.31
Professional, scientific, and technical activity	29780	29810	29556	7.97	99.25
Activities in the field of administrative and auxiliary services	15646	18837	18587	5.01	118.80
Education	2089	2741	2682	0.72	128.39
Health care and provision of social assistance	4307	7407	7569	2.04	175.74
Arts, sports, entertainment, and recreation	2089	2335	2264	0.61	108.38
Provision of other types of services	3896	3206	3008	0.81	77.21
In total:	343561	373897	370906	100	107.96

The security mechanism of competitiveness of enterprises is determined by a set of factors that can affect their efficiency and stability. The main factors affecting the security mechanism of the competitiveness of enterprises include:

1. Economic factors (state of economy, financial stability of enterprise, availability and cost of resources, the level of inflation and interest rates, exchange rates and other economic indicators;)
2. Technological factors (introduction of the latest technologies, research and development activities, innovative potential of an enterprise);
3. Legislative and regulatory factors (correspondence of an enterprise's activities to legislative normatives, level of balance of state regulatory policy);
4. Political factors (stability of political situation, the country's foreign policy, and favorable government support);
5. Sociocultural factors (keeping to cultural norms and values, the level of education and qualifications of employees, and staff satisfaction);
6. Environmental factors (keeping to environmental standards, the impact of activities);
7. Competitive situation (the level of competition in the market, competitive advantages);

8. Reputation and brand (attitude of consumers to the brand and reputation of the enterprise and its image);

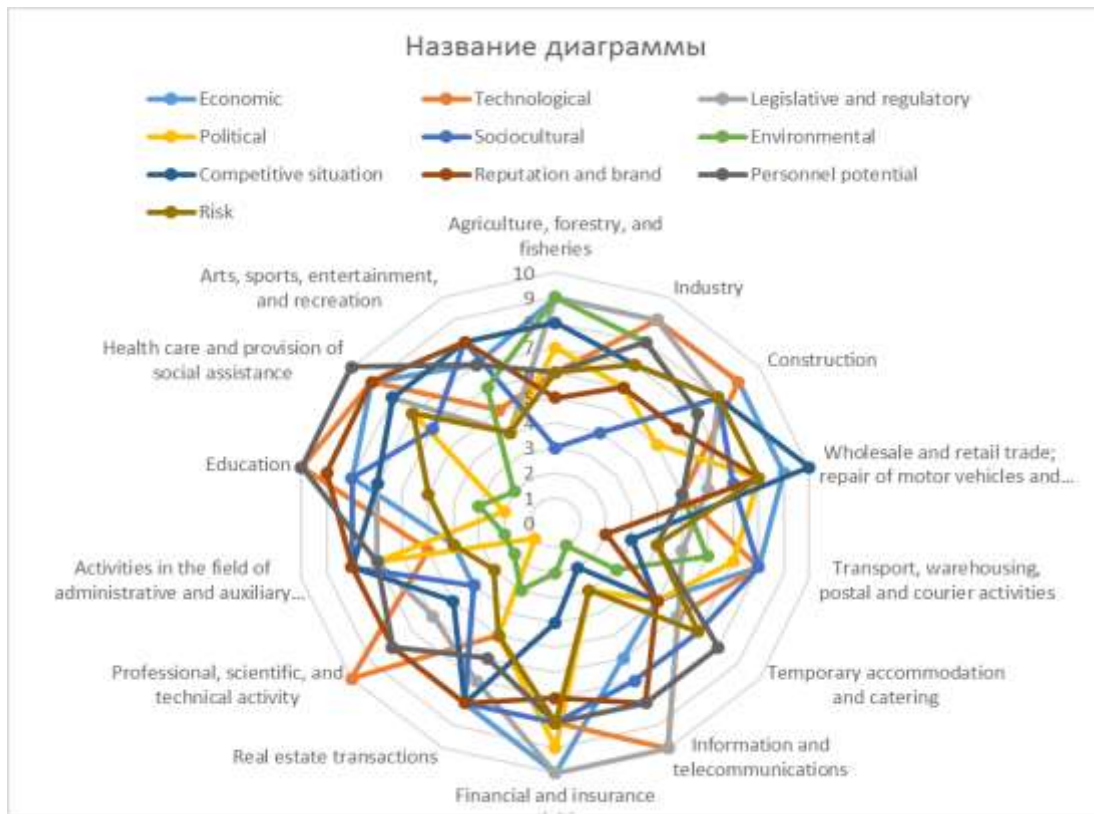
9. Personnel potential (quality of management, command, and staff, level of motivation and involvement of specialists);

10. Risk factors (possible risks that may affect the company's activities and working out new strategies to reduce them);

We conducted a study of the factors of the security mechanism of the competitiveness of enterprises on the example of enterprises functioning in the studied above industries. Having formed the matrix "Factors-industries", we built a diagram illustrating these factors influence on the competitiveness of enterprises (Fig. 1).

Having studied factors of security mechanism impact on the enterprise's competitiveness we arrived at the conclusion that the highest integral index of safety competitiveness is in healthcare and social assistance enterprises (Table 4).

The first group of fields is formulated by the enterprises functioning in the fields of health care and provision of social assistance, financial and insurance activities, and construction. The integral index of security competitiveness of these enterprises ranges from 577 to 609 units. The safety



**Fig. (1).** Construction of a polygonal chart of the enterprises security competitiveness.

**Table 4.** Integral index of security competitiveness of enterprided.

№	Fields	Area of a polygon	Integral of sn dex of security of competitiveness	Rating	Groups of fields
1	Agriculture, forestry, and fisheries	609	0,609	1	1
2	Industry	606	0,606	2	
3	Construction	577	0,577	3	
4	Wholesale and retail trade; repair of motor vehicles and motorcycles	557	0,557	4	2
5	Transport, warehousing, postal and courier activities	545	0,545	5	
6	Temporary accommodation and catering	533	0,533	6	
7	Information and telecommunications	498	0,498	7	3
8	Financial and insurance activities	436	0,436	8	
9	Real estate transactions	425	0,425	9	
10	Professional, scientific, and technical activity	400	0,400	10	4
11	Activities in the field of administrative and auxiliary services	399	0,399	11	
12	Education	347	0,347	12	5
13	Health care and provision of social assistance	343	0,343	13	
14	Arts, sports, entertainment, and recreation	335	0,335	14	

Table 5. Matrix of "Strategies-industry".

Strategies Groups of Industries	Growth Strategy	Diversification Strategy	Strategy of Innovative Development	Cost-based Development Strategy	Differentiated Development Strategy	International Development Strategy
1	+				+	
2		+		+		+
3	+			+		
4		+	+		+	
5			+			+

mechanism of health care and social care enterprises includes a set of measures and strategies aimed at ensuring the safety of patients, employees, and other interested parties, as well as the efficient functioning of the health care and social protection system. Providing safety and quality of medical care for patients is the top priority. This means keeping to standards of medical care, correct use of medical procedures and medications, avoidance of medical errors, and appropriate management of medical waste.

The second group consists of enterprises of industry, education, wholesale and retail trade; repair of motor vehicles and motorcycles. The integral index of security competitiveness ranges from 533 to 557 units.

The third group of enterprises is formulated by agricultural, forestry, and fishing enterprises, information and telecommunications, and real estate operations. The integral index of security competitiveness of these enterprises ranges from 425 to 498 units.

The fourth group of enterprises is formulated by enterprises engaged in activities in the field of administrative and auxiliary services, art, sports, entertainment, and recreation. The integral index of security competitiveness of these enterprises ranges from 399 to 400 units.

The fifth group of enterprises is represented by enterprises engaged in transport activities, warehousing, postal and courier activities, temporary accommodation and catering, and professional, scientific, and technical activities. The integral index of security competitiveness of these enterprises ranges from 335 to 347 units.

It should be noted that each specific type of enterprise may have its own characteristics and specific security requirements. Therefore, it is recommended to make a risk analysis and develop individual security strategies for each separate group of enterprises (Table 5).

Thus, the growth strategy is characterized by an increases in production volumes, expanding of the range of products or services. Using the suggested strategy, enterprises set themselves the task of obtaining a larger share of the market by means of getting new customers or competitors. We recommend this strategy for the first and third groups of enterprises since these enterprises in current situation provide consumers with socially significant goods and services.

The diversification strategy is aimed at expanding activities to various market segments related to the main production. At the same time, the company expands its activities to other segments of the production chain. We recommend to use this strategy for the second and fourth groups of enterprises since these enterprises provide people with the socially important goods and services. The diversification strategy is aimed at ensuring the stability and growth of the enterprises under the conditions of a changeable market environment. A diversification strategy for different types of enterprises gives the opportunity to develop new products or modify the existing ones and to enter new market segments. It is advisable to invest research and development of new technologies that can increase the company's competitiveness. It is worth developing new programs or courses that may provoke interest of new or additional audiences. For educational enterprises it is advisable to develop opportunities for distance learning or providing educational services on the Internet, cooperation with foreign universities, or conducting student exchanges ,to attract students from other countries. For wholesale and retail trade enterprises, we offer expansion of the range of products, and expansion of the online and offline store network to cover a larger area.

The innovation development strategy indicates the need to invest research and development of new technologies improving products or services. At the same time, it is advisable to implement innovative approaches that give a competitive advantage. We suggest using this strategy for the fourth and fifth groups of enterprises. The strategy of innovative development for enterprises in the field of administrative and support services, art, sports, entertainment, and recreation should be based on a creative approach and support for the ideas of innovation and uniqueness, the creation of mobile applications , convenient booking of services, tickets for events, courses, etc., introduction of VR technologies and AR to attract the customers with museums , thematic parks or sporting events. The strategy of innovative development is a key success factor for enterprises engaged in transport activities, warehousing, postal and courier activities. The implementation of automated warehouse management systems, robots, or mechanized systems for packing and sorting goods can reduce costs and improve the efficiency of processes.

A cost development strategy is focused on reducing production costs to ensure the company's competitiveness and to reduce costs. The cost leadership strategy of the enterprise is aimed at achieving a competitive advantage by reducing the

costs of production, management, and supply of products or services. This strategy assumes that the company offers its goods or services at lower prices in comparison with other market players and maintains its profitability. We suggest using this strategy for the second and fourth groups of enterprises. As far as industrial enterprises are concerned, we offer them optimization of production processes, automation, use of advanced technologies, search for effective suppliers, and stimulation of negotiation processes about wholesale prices. This will reduce production costs. In case with wholesale trade enterprises, we suggest to focus their attention on the implementation of wholesale purchases of goods, which can allow to get discounts from suppliers, reduce stocks, and optimize warehouse processes, which will help to reduce the costs of maintaining stocks.

The differentiation development strategy is aimed at the production of new, unique, high-quality products or services that are different from the products of competitors. We suggest using the strategy for the first and fourth groups of enterprises. The development strategy based on differentiation foresees creation of a unique and unrepeatable supply of goods that distinguishes the company from its competitors in the relevant field of activity. The main idea is that the company offers products or services with unique characteristics that add to the higher value and attractiveness for customers. We recommend to focus on providing services that exceed customer expectations through an individual approach, promptness, and personal attention. We suggest to develop comprehensive solutions for clients that will help them to focus on their main advantages. As to arts, sports, entertainment, and leisure businesses, we recommend to develop original ideas for their events and shows to attract the attention of new audiences and provide unforgettable impressions, allowing customers to customize their events or programs and to get individual experience in participation there.

The strategy of international development is aimed at participation in various festivals and excursions outside the country and exporting goods and services or opening branches and representative offices abroad. We suggest to use this strategy for the second and fifth groups of enterprises. The international development strategy for enterprises engaged in transport activities, warehousing, temporary accommodation, and catering is aimed at expanding activities on the international level and introducing business outside the national market. It is advisable to focus attention here on the possibilities of entering the markets of other countries, which have the potential for business growth. It is also advisable to choose the countries with high demand for transport services, warehousing, and food services and to consider the opportunities of collaborating with local partners in the countries with good market chances (to found businesses, to be a success in business, to get local expertises).

These strategies can be combined and adapted depending on the specific industry and the the enterprise goals. Successful use of development strategies helps enterprises to achieve sustainable competitiveness and to function efficiently in the market. Their analysis and recommendations are of particular importance in the strategic and operational planning of the enterprise's activities as well as in providing security mechanism of the enterprise competitiveness in the market.

## CONCLUSIONS

According to the results of the above-mentioned studies, the authors arrived at the conclusion that the problem of security mechanism of the enterprise's competitiveness requires constant research, refreshment and improvement of scientific and practical positions. In modern economic environment, new corporate threats and vulnerabilities may arise at any moment, and they are able to affect the level of competitiveness of enterprises.

It was determined that from the point of view of the security mechanism, the enterprises should develop several tacticals and strategic measures aimed at increasing security, stability, and competitiveness with simultaneous minimalization of the risks connected with their functioning.

The article examined dynamics of economic entities by types of economic activity. It was established that in 2021 the largest specific weight in the overall structure of Ukrainian business entities of industry is possessed by wholesale and retail trade enterprises; companies of repair of motor vehicles and motorcycles – 39.74% and information and telecommunications organizations – 14.52%. The smallest specific weight is represented by the financial and insurance business entities - 0.54%. For 2015-2021 the number of real economic entities by the type of economic activity decreased by 0.92%. Within Ukraine, the number of business entities in health care enterprises, and social assistance enterprises increased by 1.6 times.

It is substantiated that the security mechanism of the enterprise's competitiveness is the result of complicated, complex work that requires special approaches, constant development, and interaction of all levels of enterprises. Correct security management can guarantee stability and firmness in a dynamic and competitive environment.

It was established that the security mechanism of the enterprise's competitiveness is determined by a set of factors that can affect its efficiency and stability. Among the researched factors, attention was focused on economic, technological, legislative, regulatory, political, socio-cultural, environmental, risk, and other factors.

An integral index of the security competitiveness of the enterprise was calculated. This index indicates potential strengths and weaknesses of an enterprise. The indicated index gave the opportunity to distinguish five groups of industries which formed the matrix of "Strategies-industry" (growth strategy, diversification strategy, innovative development strategy, cost-based development strategy, differentiation development strategy, international development strategy). These instruments give the enterprises the opportunity to develop their plans and measures of getting their sustainability and effectiveness in the market. It has been established that strategies can be combined and adapted depending on the specific industry and the company's goals. Successful implementation of the suggested development strategies helps enterprises to achieve sustainable competitiveness and efficient functioning in the market.

In their further developings and research in this direction the authors have plans to study financial and informational sources more in detail for the implementation of a security



mechanism of competitiveness of the enterprises functioning in different fields.

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