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Kyiv National Economic University named
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**FORESIGHT MANAGEMENT:
FORMATION AND
TRANSFORMATION ADAPTIVE
BUSINESS ORGANIZATIONS**

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collective monograph
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The monograph is devoted to the improvement of theoretical and methodological and scientific and methodological provisions, the development of practical recommendations for foresight management: the formation and transformation of adaptive business organizations. The Foresight is a system of methods for the transformation of priorities in the area of economy and production, social and cultural development. Analysis of Foresight Competencies as a component of dynamic capabilities of enterprises demonstrates their leading role in the implementation of the remaining components of dynamic capabilities, as well as the fact that the Foresight of enterprises exerts a transformative impact on the development of the system, helping to convert, rather than only predict, the development of a sector or an enterprise. The Foresight includes the application and transformation of enterprises' routine work, as well as innovations in production and industrial relations. It aims at selecting and using the change markers – weak and strong signals of future and probable changes. Active and accurate identification of these markers of change, including the application and modification of the enterprises' routine work makes it possible not only to predict implicit trends but also to intervene in the course of processes, adjusting them with the least amount of utilized energy and resources. In addition, it allows influencing both the markets themselves and the reality of enterprise activity as a whole. Given the Foresight Competencies,

an enterprise not only efficiently adapts to the changes in the environment (market), but also participates in changing it. Therefore, special attention is paid to the study of the international experience of Ukraine, Belarus, Georgia, Poland in the implementation of behavioral economics, reputation management and social re-responsibility of business, risk management in transformation periods, management of financial and information systems in business, accounting and analytical support of management activities, modernity technology partnerships and inter-firm cooperation, modern logistics management and effective marketing, strategic management of competitive advantage of business I bear the innovative methods of teaching economic disciplines in high school.

The publication is of interest to economists, civil servants, scientists, lecturers and post-graduate students whose activities relate to the topic.

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SECTION 4.

MANAGEMENT OF FINANCIAL AND INFORMATION SYSTEMS IN BUSINESS.

4.1 THEORETICAL ASPECTS OF MANAGEMENT OF ECONOMIC AND FINANCIAL SAFETY OF AGRICULTURAL ENTERPRISES

Scientific and technological progress and, together with it, the development of market relations require urgent solutions to problems in the field of agriculture, with respect to raising the efficiency of production and the level of competitiveness of products of domestic agricultural producers. At the same time, there is a problem of improving the level of management of financial security of an agricultural enterprise, taking into account its industry specificity. The economy of most agricultural enterprises is unstable, which leads to insolvency, deterioration of the financial performance of the enterprise under investigation. This leads to unplanned losses and the inability of the enterprise to achieve the required financial results. In this case, a timely assessment of the management of economic security can be a significant step towards preventing financial threats and protecting the financial losses of an agricultural enterprise.

Problems of management of economic security of an agricultural enterprise in Ukraine have been recently researched, but there are already several scientific papers on this topic. Separate issues of economic security are considered in the works of both domestic and foreign scientists.

First of all, the study should determine the essence of economic security. Thus, the economic security of an agricultural enterprise is such a state of corporate resources and entrepreneurial opportunities, under which the most effective use is guaranteed for stable functioning and dynamic scientific, technical and social development, prevention of internal and external negative impacts, and threats [1]. By the way, the level of security of an enterprise depends on how effectively its management and managers are prepared for possible threats and how quickly they will be able to eliminate these threats that bear the harmful consequences of certain negative components of the external and internal environment [4, art. 75]. The main objective of the research is to disclose theoretical aspects of management of economic security of an agricultural enterprise, to highlight the concept of ensuring economic security in agricultural production, to make a list of recommendations for the effective maintenance of economic security and elimination of its threats.

The economic security of an agricultural enterprise is considered to be a state of its economic resources that ensures a rational sectoral organizational structure of the enterprise and, at the same time, takes into account the geographical position and the natural and climatic conditions of its activities. At the same time, the geographic location of the enterprise should be able to effectively counter possible threats to the internal and external environment, as well as to achieve the set goals and objectives on the basis of the development strategy chosen by it. The main goal of economic security of an agricultural enterprise is considered to be ensuring its stable and most efficient functioning for the present period of time and a high potential for development in future periods.

The policy of economic security is determined on the basis of the following principles, which create a political and legal basis for assessing external and internal threats and the formation of national economic interests and economic security strategies. It is customary to refer to the basic principles of ensuring the economic security of our state:

- the rule of law in matters of ensuring the economic security of an agricultural enterprise;
- compliance with the balance of economic interests of the individual, family, society and the state;
 - the responsibility of each of the institutions - family, society, state or person for ensuring the economic security of the agricultural enterprise;
- timeliness and adequacy of measures related to the prevention of threats and the protection of national economic interests;
- in the decision of both internal and external conflicts of an economic nature preference is given to contractual measures;
- integration of international economic security and national economic security.

Speaking about the concept of ensuring economic security, it is worth highlighting the main functional goals of economic security, among which the main consider [5, art. 22]:

- ensuring financial stability and independence of the enterprise or organization;
- ensuring the technological independence of the enterprise;
- achievement of high competitiveness of the technical potential of the enterprise;
- ensuring high financial efficiency of work in the agricultural enterprise;
- formation of the optimal and effective organizational structure of the enterprise (organization) management;
- achievement of high management efficiency;
- minimization of the destructive effect of the results of production and economic activities on the state of the environment;

- achievement of a high level of qualification of the personnel;
- sufficient level of intellectual development of personnel, its development of nanotechnologies;
- protection of the information field of the enterprise, trade secrets;
- achievement of the necessary level of information support for the work of all departments of the enterprise and departments of the organization; -
 - organization of the safety of the personnel of the enterprise, its capital, property;
- protection of commercial interests of the enterprise.

Investigating the essence of economic security, it should be remembered that this concept is complex in its content. It includes a number of possible components of the economic security of the enterprise. In particular, the economic security of the enterprise includes the following main components: production, spatial, technical and technological, personnel, intellectual, information, environmental, financial, political, legal and investment security [2, art. 83].

The enterprise interacts with enterprises that are engaged in identical or re-lated production, specializing in the same or other industries as with resource suppliers, and with buyers of their products or services. The organizations and institutions that are located in the region in which the agricultural enterprise is located largely provide infrastructure support for its activities, and sometimes financial support. Thus, the state of economic security of the enterprise under investigation largely depends on the state of economic well-being and the level of fulfillment of contractual obligations of these two groups of economic agents.

So, the government, local authorities and enterprises - subcontractors should be interested in the economic security of a particular enterprise. In fact, the profitable work of one enterprise will turn to the positive and profit-able work of others, especially if production in the competitive industry. This provision provides for the protection of the agricultural enterprise from the negative impact of both internal and external threats and destabilizing factors. At the same time, stable realization of the main commercial interests and goals of the statutory activity of the economic entity should be ensured [7, art.115].

The negative impact of destabilizing factors on the level of efficiency of agricultural enterprises requires the development of certain steps and tools for ensuring economic security and strengthening the level of protection of enterprises from threats to the economic environment. The latter consists in the development of adequate preventive organizational and economic mechanisms. The primary measures to ensure the economic security of agricultural enterprises are the following: rationalization of the financial policy of the enterprise, in accordance with the terms of contracts, obligations or contracts signed by it; diversification of the agricultural enterprise; structuring

and management of business relations of the enterprise on the principles of transparency, consistency and responsibility; improving the quality of agricultural products; expanding the channels and markets for agricultural products; rationalization of the search, selection, placement and career growth of cadres; conflict management; management of economic and psychological interests of employees of the enterprise; activation of the processes of integration and cooperation of enterprises with the aim of forming a common base of material and technical support; implementation of innovative projects in the company's activities; introduction in practice of the activity of effective scientifically grounded technologies of production of agricultural products; prevention of unauthorized leakage of information on the territory of the enterprise, respectively, contains a certain commercial secret; research of the external and internal environment of the enterprise; strategic tactical management of economic security; observance of the principles of rational nature management in the production process and others [8].

The development of measures in the direction of ensuring the economic security of an agricultural enterprise takes place with the interaction of the subjects of the institutional environment (government institutions, financial institutions, business environment of the enterprise, etc.) and agricultural enterprises directly. Therefore, research of management of maintenance of economic safety of the agricultural enterprise - a theme new enough and extended among scientists-economists.

Threats to economic security are usually divided into three main levels of management of economic security of agricultural enterprises:

- international economic security (economic security of the world);
- national economic security (economic security of Ukraine)
- regional economic security (economic security of the regions of Ukraine).

International economic security is considered to be the state of the world economy, which ensures mutually beneficial cooperation between countries in solving national and global problems of mankind. These countries have the right to freely choose and implement an independent strategy of social and economic development with active participation in the international division of labor. Partnership agreements based on the following conditions play an important role in resolving the problems of economic security: the free movement of capital, goods and services, the denial of force, equal relations with less developed countries, and consideration of mutual economic interests [9].

The economic security of a particular country is largely understood not only as the protection of various legislatively established national interests, but also the willingness and ability of the institutions of power to create specific mechanisms for the realization and protection of economic and national interests in the development of the economy of that state, and to support the

social and political stability of society. At the national level, the economic security of agricultural enterprises is determined by a number of measures, including: regulation of prices and tariffs, state support of producers due to the introduction of a special taxation regime for agricultural enterprises, provision of subsidies, soft loans, provision of preferential insurance conditions, state leasing of agricultural machinery, certification of products, formation of a state intervention fund, limited The import of agricultural products of tariff and non-tariff measures [3, p. 83].

The economic security of the regions is determined primarily by the ability of regional authorities to ensure the competitiveness, stability, stability, and the continuity of economic development of the economic integrated territory. If we consider the economic security of the region as a category, we can see that it reflects the following interests: ensuring and maintaining a decent standard of living for the population, balancing the available economic potential in the state, implementing the region's independent established social and economic policy, rationalizing, balancing and integrating into the financial system countries, and the need to protect them from various internal, emerging within the region, and external threats - on the part of the ongoing economic policy of the state, administrations of other regions, foreign states. Considering the economic security of the regions, it is expedient to divide the category into the following main components: energy, financial, investment, innovation and social security. Each component covers the main economic processes and gives an idea of their progress in a particular segment of the economy.

The regional level of management of economic security of agricultural enterprises assumes the adoption of regional programs for the development of production and agricultural consumption, which include support for producers of agricultural products from the financial side, the regulation of emissions of harmful substances, research on the state of the environment in which production takes place, the creation of various production infrastructure facilities and compensation of expenses for maintenance of social services infrastructure. All these activities are carried out at the expense of the regional budget. [3, p. 83].

The financial security of an agricultural enterprise is characterized by sufficient amounts of financial resources necessary to replicate production and maintain the competitiveness of the enterprise [10]. The main threats to financial security are an unforeseen shortage in financing, inaccessibility of credit resources, insufficient level of state support, and the like. Therefore, there is a need to systematically monitor the level of financial security, which will allow time to identify existing threats and develop on their basis countermeasures [2, p. 102].

Financial security of agricultural enterprises in the system of economic security is characterized by a certain system of indicators, among which one can

distinguish the following: management efficiency, solvency, financial stability, business activity, investment attractiveness and market stability, or efficiency of property use [3, p. 90]. The very system of management of financial security of agricultural enterprises should be a set of interrelated balanced solutions both in matters of ensuring the protection of the financial interests of the agricultural enterprise and in managing its financial activities. The management system must take into account possible ways of ensuring the security of the enterprise, and the choice of a particular project of such a path must correspond to the financial strategy and the alternative financial policy of the agricultural enterprise [3, p. 91].

In most regions of Ukraine today it is possible to trace the low level of economic and financial security of agrarian enterprises. This is evidenced by unsatisfactory indicators of the financial condition and efficiency of agricultural enterprises, their use of resource support; negative trends in the number of newly operating enterprises and the volume of their economic activities; low level of competitiveness of enterprises and their innovative activities [6, p. 83].

The management of economic and financial security of agricultural enterprises and the construction of its integrated system is not just the basis for ensuring security, but also its main problem. The problems of ensuring the economic security of an agricultural enterprise include: the definition of the functions and tasks of managing economic security; the definition of the political aspects of security management; organization of management control and definition of the company's accounting policy for ensuring security; building a model of financial security of the enterprise.

Management of agricultural enterprises can be viewed as a process of preventing damage to the enterprise and preserving the activity from negative external influences. From this it follows that in order to ensure economic and financial security in agricultural enterprises and the possibility of predicting risks, the system of financial security management bodies should function in the enterprise. They should monitor the state of the enterprise, forecast possible internal and external threats, and carry out a number of measures to ensure the stability of the financial security system of agricultural enterprises.

To ensure economic and financial security it is highly important to use the following methods: collection and analytical processing of information on a specific economic situation, drawing up forecasts of future activities and possible profits in the enterprise, making decisions to prevent or minimize the impact of identified threats, organizing activities to prevent possible threats, the formation of a strategy for their elimination, decision-making and organization of activities to respond to threats, which already exist or may arise.

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