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**DIAGNOSTICS OF EXTERNAL ENVIRONMENT EFFECTS
UPON ENTERPRISE COMPETITIVE POSITIONS IN THE CONTEXT
OF ITS ECONOMIC SECURITY**

The article reveals the nature of a competitive enterprise, identifies the external environment factors affect the enterprise competitive position and provides insights on the enterprise economic security concept. In this study, the essence of the enterprise economic security category is viewed as a specifically built system of preventive measures aimed at conducting targeted permanent activities to ensure sustainable efficient enterprise performance through effective management of negative impact factors that affect hinder its successful operation. The paper provides the analysis of a range of external factors that can damage the enterprise economy along with suggesting the structuring of external factors of competitiveness with regard to each stage of the enterprise business plan implementation. The functional objectives of the enterprise economic security and specifics of shaping the economic security diagnostics system are discussed. The study also offers the review on the methods used to diagnose the environment effects on the enterprise competitive position in the context of its economic security. It is argued that the most significant indicators estimated by a number of selected criteria (structural elements) of a business competitive position within the system for enterprise economic security diagnostics are the following: the level of security by the financial component, the level of security by personnel component, the level of security by innovation and technology component, the level of security by political and legal component, the level of security by analytical information component and the level of security by economic component. The paper also suggests the methods and tools for business economic security diagnostics and explores the key objectives of the enterprise economic security management system.

Keywords: *enterprise competitiveness; economic security; diagnostics system; method; enterprise; business entity; external environment; internal environment; functional components; factors; effectiveness of management decisions.*

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**ДІАГНОСТИКА ВПЛИВУ ЗОВНІШНЬОГО СЕРЕДОВИЩА НА КОНКУРЕНТНІСТЬ
ПОЗИЦІЇ ПІДПРИЄМСТВА В АСПЕКТІ ЙОГО ЕКОНОМІЧНОЇ БЕЗПЕКИ**

У статті розкрито сутність конкурентоспроможного підприємства, виявлено складові зовнішнього середовища, які впливають на конкурентоспроможність суб'єкта господарювання, уточнено поняття економічної безпеки підприємства, сутність категорії «економічної безпеки підприємства», під якою варто розуміти спеціально побудовану систему захисних заходів, метою якої є цілеспрямоване та повсякденне забезпечення безперервної та економічно ефективною діяльності підприємства за рахунок подолання низки негативних чинників та тенденцій, що впливають на цю діяльність. Проаналізовано зовнішні фактори, що можуть завдати шкоди економіці підприємства, а також здійснено структурування зовнішніх факторів конкурентоспроможності в розрізі етапів реалізації

операційної діяльності підприємства. Визначено функціональні задачі економічної безпеки суб'єкта господарювання. Представлено систему діагностики економічної безпеки підприємства. Проаналізовано методи, які використовуються для проведення діагностики впливу зовнішнього середовища на конкурентність позиції в аспекті економічної безпеки підприємства. Встановлено, що найважливішими показниками конкурентної позиції бізнесу щодо системи діагностики економічної безпеки суб'єкта господарювання є рівень безпеки за фінансовою складовою, за кадровою складовою, за інноваційною та технологічною складовими, за політико-правовою складовою, за аналітико-інформаційною складовою, за економічною складовою. Запропоновано методи діагностики економічної безпеки бізнесу. Визначено основні завдання щодо системи управління економічною безпекою суб'єкта господарювання.

Ключові слова: конкурентоспроможність підприємства; економічна безпека; система діагностики; метод; бізнес; суб'єкт господарювання; зовнішнє середовище; внутрішнє середовище; функціональні складові; чинники; ефективність управлінських рішень.

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**ДИАГНОСТИКА ВЛИЯНИЯ ВНЕШНЕЙ СРЕДЫ НА
КОНКУРЕНТОСПОСОБНОСТЬ ПОЗИЦИИ ПРЕДПРИЯТИЯ
В АСПЕКТЕ ЕГО ЭКОНОМИЧЕСКОЙ БЕЗОПАСНОСТИ**

В статье раскрыта сущность конкурентоспособного предприятия, выявлены составляющие внешней среды, которые влияют на конкурентоспособность предприятия, уточнены понятие экономической безопасности предприятия, сущность категории «экономической безопасности предприятия», под которой следует понимать специально построенную систему защитных мер, целью которой является целенаправленное и повседневное обеспечение бесперебойной и экономически эффективной деятельности предприятия за счёт преодоления ряда негативных факторов и тенденций, которые влияют на эту деятельность. Проанализированы внешние факторы, которые могут нанести ущерб экономике предприятия, а также осуществлено структурирование внешних факторов конкурентоспособности в разрезе этапов реализации операционной деятельности предприятия. Определены функциональные задачи экономической безопасности предприятия. Представлена система диагностики экономической безопасности предприятия. Проанализированы методы, используемые для проведения диагностики влияния внешней среды на конкурентоспособность позиции в аспекте экономической безопасности предприятия. Установлено, что наиболее важными показателями конкурентной позиции бизнеса по отношению к системе диагностики экономической безопасности предприятия являются уровень безопасности по финансовой составляющей, по кадровой составляющей, по инновационной и технологической составляющим, по политико-правовой составляющей, по аналитико-информационной составляющей, по экономической составляющей. Предложены методы диагностики экономической безопасности бизнеса. Определены основные задачи по системе управления экономической безопасностью предприятия.

Ключевые слова: конкурентоспособность предприятия; экономическая безопасность; система диагностики; метод; бизнес; внешняя среда; внутренняя среда; функциональные составляющие; факторы; эффективность управленческих решений.

Problem statement. Economic security is the most important characteristic of the financial and economic activity of an enterprise in a market economy. If an enterprise is economically safe, then it has an advantage over other enterprises of the same profile, both in attracting investments, in obtaining loans, in choosing suppliers, and in recruiting qualified personnel. The higher the security of the enterprise, the more it is regardless of the unexpected change in market conditions and, consequently, the less risk of being on the edge of bankruptcy. The economic security of business is to protect its activities from negative impacts, both external and internal environment, as well as the ability of business entities to timely eliminate various threats or adapt to existing conditions. Security has a different nature at the micro and macro levels of the hierarchy, and therefore a complex dynamic system of economic management requires constant monitoring and control. Under these conditions, the formation of a system for diagnosing the economic security of an enterprise with the aim of making effective management decisions aimed at establishing further directions and prospects for the development of the enterprise is becoming important. All this determines the relevance of the study.

Analysis of recent researches and publications. Today, the problems of ensuring the economic security of an enterprise are constantly receiving attention from such economists as: O.V. Arefieva [1], S.O. Arefiev [2], L.M. Ganushchak-Efimenko [4], V.M. Geyec [6], O.B. Gevko [5], Ya.D. Kachmarik [12], S.T. Piletska [13], V.V. Prokhorov [14], Yu.V. Prokhorov [14], A.M. Tkachenko [14], V.V. Shevchuk [16], A.M. Shtangret [17], Yu.V. Shutyak [17], Yu.V. Yarova [18] and others. At the same time, important questions of defining the essence of the economic security of an enterprise, identifying and evaluating its individual components, as well as factors affecting it and its diagnosis, remain debatable.

Presentation of the main research material. In recent years, there has been a significant increase in the variability of conditions in which entrepreneurial activity of economic entities takes place, the dynamism, uncertainty and unpredictability of the environment have increased, which significantly complicated the solution of tasks aimed at the timely adaptation of business entities to changes in all spheres of public life.

Ensuring competitiveness is one of the most important areas for the successful functioning of the enterprise in the domestic market of Ukraine and foreign markets. The external environment (Table 1) encourages enterprises to constantly adapt to certain circumstances, factors surrounding it in society (state, world).

So, the competitiveness of an enterprise is its real potential ability to produce and sell products that are more attractive to consumers in terms of price and quality characteristics than the product offers of other competing enterprises.

From the competitiveness of the enterprise depends on its financial stability that it is a complex and interrelated categories. Maintaining the required level of competitiveness and financial sustainability of an enterprise requires the full use of numerous internal and external factors of its development, because factors can influence both the increase in competitiveness of an enterprise and its decrease.

Ensuring a high level of competitiveness will help the company to function adequately in the market among other business entities, become a leader in the market and its individual segments, provide itself with investor support and investment, have the opportunity to participate in large-scale and therefore profitable projects, affect the production and sale of marketable products in greater volume and in more favorable conditions, and will provide the company with additional income, financial stability and the possibility for its further development.

The problem of preserving security in all areas of its activities has always been and is a priority for all business entities, regarding the goal of the enterprise's economic security; it is aimed at effectively protecting the vital economic interests of the relevant security object from threats. The

essence of economic security is revealed through a system of internal production and communication components. If the internal production components of economic security are associated with the main areas of activity of the enterprise, then the communications provide both external and internal links between the individual elements of the economic security of the enterprise. The assessment of the economic security of an enterprise today is becoming increasingly important, because economic security or financial security is primarily a condition to have financial stability, a stable income, or other resources to maintain the standard of living of an enterprise today and prospects for its future.

Table 1

The components of the external environment of an enterprise that affect its competitiveness

Components	Their characteristic
1. Public policy	State and direction of internal reforms, development priorities of the country and its stability, participation of the country in world integration processes, foreign policy directions.
2. Legal environment	The effectiveness of regulatory acts.
3. Economic conditions	The level of development of the economy as a whole and its individual sectors, the investment attractiveness of the country, the state of taxation and support of strategic sectors, the level of wages in the country, in the region, in the region, the share of high-tech products in total exports of the country, and the like.
4. Social conditions	The unemployment rate in the country, the structure of the labor force, the price of labor in the country, in the region, in the region, the level of development of society
5. Monopolization of the economy	The number and structure of natural monopolies in the country, the state of competition in the market, the effectiveness of the antimonopoly committee, the ease of entry into the market of new business entities.
6. Resource potential	Provision of the country with its own natural resources, the level of environmental pressure, the state and protection of all types of natural resources.
7. Market infrastructure	The level of information communications, the branching and diversity of transport, the state of banking and insurance services, the degree of development of intermediary organizations.

Source: [8].

Economic security is a practical category that describes the state of the country, the protection of socio-economic relations at all levels. Therefore, the economic security of an enterprise should be understood as a purpose-built system of protective measures, the purpose of which is to purposefully and day-to-day ensure the uninterrupted and cost-effective and efficient operation of an enterprise by combating various kinds of factors and factors that affect this activity. For an enterprise, this category means the state of security of the enterprise against a possible threat and unfavorable external environment, as well as the ability to quickly adapt to the existing conditions. The effectiveness of economic security is confirmed by the operational use of all resources and entrepreneurial capabilities of an enterprise to prevent the influence of negative internal and external factors and threats in its financial and economic activities. As an object of management, economic security has certain characteristics such as flexibility, efficiency, reliability and manageability.

Under the system of economic security management should be understood a number of methods of operational and strategic nature, which are used to prevent internal and external threats.

Among the measures for economic security include: analysis; assessment of external influences on each functional component; system design and development of preventive measures based on them.

The main competitive factors, that affecting economic security, is economic potential, efficiency of the financial system, innovation, scientific and technological levels of development, and the like. There are many different factors that affect the efficiency of the enterprise. Especially these factors have an important influence in the modern period of the operation of enterprises and in promoting the development of small and medium-sized businesses as the most vulnerable sectors in our economy. Consequently, the level of competitiveness of an enterprise depends on a number of factors. In order to preserve and improve the competitive potential of an enterprise, it is necessary to ensure the level of competitiveness for the indicated signs of a factor (Table 2).

Table 2

Structuring external factors of competitiveness in the context of the stages of the implementation of the regular activities of the enterprise

Stages of the regular activities of the enterprise	External factors
Organizational stage	The activities of state bodies, economic, fiscal and monetary policy of the state; development of industries supporting the economy; location, climatic and environmental conditions; deepening integration processes; state tax policy; regulatory legal support of the state and the like.
Technological stage	The structure of commodity markets, labor and means of production, markets and financial resources; import of raw materials; government regulation of the use of new technologies, the conditions for providing services to short-term loans.
Marketing stage	Supply and demand for manufactured goods by enterprises; changes in the domestic market of the country; the development of new markets; purchasing power and consumer preferences of the population (social); the intensity of competition in the target market (competitive environment) at the level of competitiveness of the industry; use outsourcing.
Production stage	International cooperation between corporations, enterprises for the production of goods; the use of outsourcing regular business activities.
Sales stage	The economic situation of the country; pricing policy of the country and competitors; export-import policy of the country; tax policy of the country; trade network policy; competitive advantages of competing enterprises; condition and saturation of the market with goods; purchasing power and consumer preferences of the population; seasonal sales fluctuations Ukraine goods and the like.
Innovation stage	The development of new technologies and scientific and technological progress; innovation development; increased research and development activities; development of resource-saving technologies; development of new energy sources; improving the system of standardization and certification of goods; government policy to support the innovation activities of enterprises.
Financial and investment stage	Financial and investment policy; state tax policy; state of the economy; investment climate in the country; state support for small business development in the country.

Source: [7, 9, 13, 18].

Since all factors (Table 2) are closely interrelated and have a complex effect on economic security processes, a business entity needs to constantly research and analyze them, more effectively their integrated research. A detailed analysis of the conditions and factors of economic security will allow the company to develop measures to form a mechanism and system for its protection from hazards and threats. The more developed other systems, the less destructive forces that reduce safety parameters.

External factors can damage the economy of an enterprise when: the economic security system of an enterprise is structured in such a way that it cannot predict a threat before it appears; The threat has arisen, but enterprises responsible for the economic security cannot foresee this; the threat is detected, but the management of the enterprise is not able to prevent its negative consequences. Therefore, the enterprise faces the main functional tasks of economic security [12]:

- formation of high liquidity and solvency, business activity and autonomy in the enterprise;
- creation of technological independence and ensuring the competitiveness of the resource potential of the enterprise;
- ensuring the greatest management efficiency, creating an optimal organizational structure for managing the enterprise;
- providing the enterprise with highly qualified personnel for the purpose of building intellectual potential;
- application of environmental policy by an enterprise to minimize the negative impact of production processes on the environment;
- support of legal and legal security of the enterprise's business;
- information protection, the use of trade secrets and the formation of the necessary information support base for all structural divisions of the enterprise.

At present, the main problems of enterprises in the field of economic security are: uncontrolled privatization, bankruptcy of inefficient enterprises that do not withstand market, including unfair competition, lack of a transparent tax system. In addition, the need for an effective personnel policy is a priority for functioning enterprises.

To ensure economic security, it is important to take into account the location of the enterprise, natural resources, the labor potential of the enterprise, the educational and qualification level of the company's employees, the level of provision of the population, and the like.

The main task of the economic security management system of an enterprise is the effective use of all its resources and the capabilities of external subjects of economic security to organize a comprehensive response to hazards, threats and risks. Evaluation of economic security is one of the current areas of work of the system of economic security of the enterprise, and therefore requires a certain information and analytical support.

In the conditions of market competition, the highest guarantee of the safety of an enterprise is a guaranteed market for marketable products, its competitiveness and reliability. Corresponding niche in the market, stable consumers of commodity products, affordable prices in total, this contributes to long-term agreements for the supply of marketable products on mutually beneficial conditions and stable income, financial stability and competitiveness of the enterprise. No less important is the sufficient information and advertising activities on commodity products, on its qualitative and quantitative indicators, design design, its appearance, and the like.

The functional components of the economic security of an enterprise are the totality of the main directions of the economic security of an enterprise, which by their content are significantly different from each other [18].

To improve the overall level of economic security, an enterprise should maximize the protection of functional components involved in the business and which are directly involved in achieving the goals and objectives of the enterprise [18]. The consequence of ensuring the

economic security of the enterprise is the stability of its work, the efficiency of financial and economic activities, ensuring the protection of personnel [5].

Each functional component has a different impact on the level of economic security of an enterprise; therefore, the process of ensuring high economic security means identifying, analyzing and assessing the risks and threats of each functional component of economic security to prevent and counter [18].

According to the analysis of literary sources [7–13], it can be established that indicators of the system for diagnosing the economic security of an enterprise are: the level of security behind the financial component (financial stability, liquidity, business adaptability, profitability, etc.); the level of security in terms of personnel (number of employees, efficiency of their use, qualification, etc.); the level of security in the innovation and technological component; level of security for the investment component; level of security on the political and legal component; security level on analytical and informational component; safety level of environmental component.

In the study of economic factors and external and internal threats that affect the economic security of the enterprise, its leadership can use various methods proposed by scientists in a certain combination, and the business entity should focus on the purpose of the study. To the known methods of diagnostics, the economic security of business, the researchers include the following [1, 12, 14, 16, 18]:

1) SWOT-analysis, gives an analysis of the external and internal environment of the object under study. This type of method involves research to identify the strengths and weaknesses of the object, as well as its capabilities and threats. In addition, relations are being established between the parties, which in the future can be used to create a new one or correct the existing strategy of the enterprise;

2) PEST / STEP-analysis, which allows to widely characterizing the external economic situation based on the assessment of the influence of social, technical, economic, political and legal factors. The results of calculations are performed in the form of a matrix, which reflects the influence of selected factors on the level of financial security of the object of study;

3) SRACE-analysis, based on the study and position of the object, if it controls four coordinates, shows the micro and macro and its internal capacity;

4) Functional cost analysis, refer to the most effective types of analysis of activities to identify reserves of cost savings of material, labor and financial resources. This method is a simultaneous and interrelated study of the function of an object, ensuring its use value.

In addition to these methods used to diagnose the influence of the external environment on the competitiveness of a position in the aspect of the economic security of an enterprise, many scientists have proposed other ways and methods, such as O.M. Tkachenko [14] proposes to conduct the enterprise as a whole with the use of expert methods or the same indicators for all components of the enterprise's economic security, or individual consideration of the components of the enterprise's economic security, and then the method of integration is reduced to a common value. N.Yu. Gichova [7] notes that the diagnosis of the economic security of the enterprise should be carried out in accordance with the three-dimensional approach, namely: assessment of the current security level (integrated assessment of the financial and economic condition of the enterprise); assessment of the level of tactical security (assessment of the state of the enterprise for production and technical, intellectual, personnel and commercial components) assessment of the level of strategic security (assessment of the state of the enterprise for the market, social, innovation-technological, raw materials and energy and environmental components). Yu.V. Shutyak [17] proves that it is necessary to diagnose the level of economic security of an enterprise using the minimum profit method, which contains the following elements: materials

costs, labor costs and social contributions, other operating expenses, inflation rate for the corresponding period, financial expenses and depreciation expense.

World experience shows that the formation and development of methodological principles of diagnostics and business valuation is one of the most important ways to overcome many negative phenomena in the economy, accelerated formation of the business sphere.

Therefore, the provision of diagnostics of the economic security of an enterprise lies in the fact that it involves a focused analysis of the economic security of the enterprise, additional installations and development prospects.

Conclusion. Thus, economic security determines the ability of an enterprise to develop, improve its competitiveness and the competitiveness of its marketable products, and maintain its position in competitive markets. At the same time, the economic security of an enterprise reflects its ability to protect against any threats that are achieved through qualitative diagnostics and the use of existing and potential resources of the enterprise. In diagnosing the economic security of an enterprise, this is a comprehensive multi-level study of the external and internal environment of a company, which makes it possible to develop strategic directions on the basis of which a security system development strategy is formed, a strategic plan for ensuring it.

An analysis of the internal and external environment of an enterprise evaluates strategic alternatives to a sound system policy to ensure economic security.

Analysis of the competitive position of the enterprise in the market involves identifying its strengths and weaknesses, as well as those factors that in varying degrees give rise to the attitude of customers to the company and, as a result, in favor of selling it in a particular product market. Improve the competitiveness of the enterprise to the greatest extent possible if it has developed and specialized factors. The level of efficiency and the possibility of its increase depend on their availability and quality.

So, a reliable economic support for business is possible only in conjunction with a systematic approach to ensuring the strategic development of an enterprise, developing tactical and operational measures to minimize the impact of crises, threats and their negative consequences.

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