

ENSURING ECONOMIC SECURITY OF AN ENTERPRISE IN A MARKET ECONOMY

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Abstract

The modern market environment is characterized by a high degree of uncertainty and fluctuations in supply and demand, as well as the influence of various external factors, such as inflation, currency fluctuations and legal changes. In such conditions, enterprises must develop effective strategies to safeguard their financial, material, and intellectual resources. In practice, economic security is achieved by implementing a series of measures designed to protect capital, enhance financial transparency, and optimize operational efficiency. Implementing a set of measures to ensure economic security enables you to minimize potential risks and strengthen your company's position in the market.

Keywords: economic security, enterprise security, financial security, market economy, risks, microeconomics

I. Introduction

A market economy is a system of management in which economic decisions about the production, distribution, and consumption of goods and services are made on the basis of supply and demand. The main regulatory mechanism in a market economy is the market, which determines prices and production volumes through the interaction of buyers and sellers. In such a system, each entity – from an individual consumer to a large corporation – makes decisions independently, focusing on their own interests and the possibility of making a profit. A market economy is the opposite of a centrally planned system, where all decisions are made at the state level.

A comprehensive study of various scientific sources [2], [5] allows us to identify several key features of a market economy (Fig. 1).

The modern market economy is characterized by instability, which is reflected in serious fluctuations in exchange rates, economic growth, inflation and unemployment. Such a state of the economy can be caused by various factors, including global economic crises, political instability, conflicts, natural disasters, etc. The main problem of an unstable economy is the high level of uncertainty for businesses and consumers. This complicates the development of business strategies, financial planning and making long-term investment decisions.

The business climate is becoming less attractive to investors, which may lead to slower economic growth, increased unemployment and increased social tension. Thus, global economic uncertainty has a serious impact on the stability of the social system and forces governments to develop measures to stimulate business processes, regulate inflation, reduce unemployment and improve the investment climate in the country.

SIGNS OF A MARKET ECONOMY	
Economic freedom	Business entities have freedom of choice, they can decide for themselves what exactly and how much to produce, and how to sell their products
Diversity of forms of ownership	In the economy, state, municipal, private and mixed property exist simultaneously. They are equally protected by law.
Competition	The competitive environment forces companies to improve product quality, reduce costs and develop innovations to maintain and increase their market share.
Free pricing	Prices are set on the market based on supply and demand, rather than being fixed by the state, which facilitates the optimal allocation of resources
Limited government intervention	The state performs mainly regulatory functions aimed at maintaining law and order, protecting property rights, and preventing crises.
Profit as the main motive	The main motive of enterprises is to make a profit. This motivates them to find new and effective ways to meet the needs of society.

Figure 1: Signs of a market economy

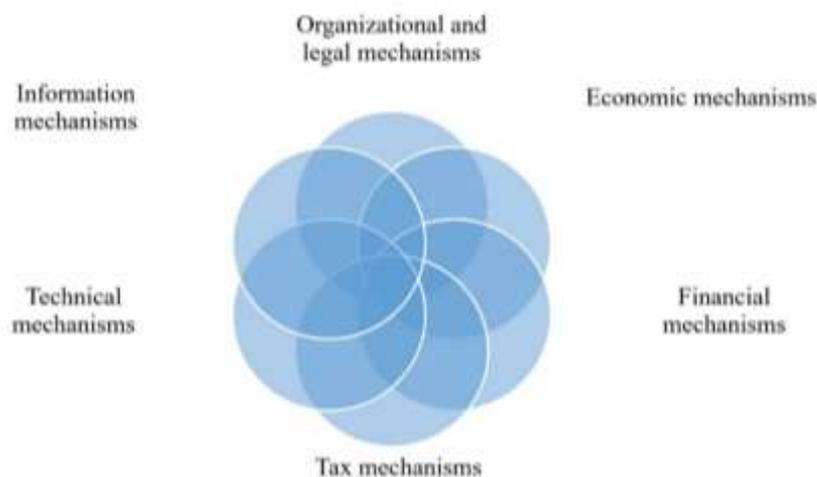


Figure 2: Mechanisms for ensuring economic security of the enterprise [6]

One of the most important tasks of companies in the conditions of an unstable market economy is to ensure their own economic security. Economic security of an enterprise is a complex concept that has both a substantive and functional interpretation. From a substantive position, economic security is characterized as the company's ability to maintain its economic stability and profitability in conditions of uncertainty and risk. From a functional position, economic security is a set of measures aimed at supporting the sustainable functioning of a company in conditions of economic instability and ensuring a reduction in costs, an increase in profitability and protection from external and internal threats [6].

Mechanisms for ensuring the economic security of an enterprise are a system of measures and instruments aimed at protecting the enterprise from internal and external threats that may jeopardize its stable functioning and financial sustainability. These mechanisms play a key role in maintaining the competitiveness of economic entities in a dynamic market environment, they ensure the stability of income and profit, help maintain investment attractiveness and a good reputation in the market.

The system of ensuring economic security of an enterprise in a market economy is presented in Fig. 2.

II. Methods

Organizational and legal mechanisms ensuring economic security is a set of measures aimed at creating a sustainable legal framework and management system that minimizes external and internal threats to the enterprise's activities. The system of legal mechanisms for ensuring the economic security of an economic entity includes four levels:

- federal regulatory legal acts (the Constitution of the Russian Federation, the Civil Code of the Russian Federation, the Tax Code of the Russian Federation, the Labor Code of the Russian Federation, the Federal Law of December 28, 2010 No. 390-FZ "On Security" and others);
- regional regulatory legal acts (laws and regulations governing investment, tax and other aspects of the functioning of enterprises in the region);
- municipal regulatory legal acts (decrees regulating the procedure for taxation by local taxes, issues of placement of retail outlets and municipal support for small and medium-sized businesses);
- corporate regulatory legal acts (charter, internal regulations, staffing schedule, internal work regulations, job descriptions, accounting policies, orders of the manager, etc.).

The organization of enterprise management includes the construction of an effective organizational structure, the distribution of roles and responsibilities among employees and managers, and the formation of a management system capable of supporting the stable functioning of the company. Within the framework of this system, responsible persons are appointed, their functions and powers are clearly defined, and internal procedures and standards of labor activity are formed. Such measures ensure the optimal distribution of resources, increased efficiency of the labor process and the minimization of conflict situations, which is a key element in ensuring the internal stability of the company.

Organizational mechanisms for ensuring the economic security of an economic entity can be differentiated by the frequency of their implementation into one-time, as well as those implemented as needed, periodically and systematically. An example of a one-time event is the development of a company's charter and other constituent documents that are formed at the stage of its foundation. One-time mechanisms also include the establishment of key internal procedures and regulations - anti-corruption policy, policy in the field of economic security, policy in the field of data confidentiality. Organizational measures for anti-crisis management are implemented as needed, when a company faces financial difficulties or a sharp change in market conditions.

The category of periodically conducted organizational measures to ensure economic security includes distribution of encryption keys, tax audits, employee training on security issues and compliance with corporate standards, review and update of contracts with key partners to assess the relevance of the terms of cooperation. On an ongoing basis, companies monitor financial indicators, assess business risks and control compliance with internal regulations to ensure economic security.

An integral element of the organizational and legal mechanism for ensuring the economic security of an enterprise is the internal control system. The internal control system (ICS) is a set of procedures aimed at ensuring compliance with internal and external regulatory requirements, as well as increasing the transparency and predictability of all business processes. It includes

monitoring of financial and operational indicators, comprehensive audit of activities and compliance with established quality standards. A developed ICS at an enterprise helps to identify deviations from established standards and allows for promptly taking corrective measures, ensuring protection against potential losses arising from errors or unfair actions of employees.

An important aspect of ensuring economic security is the introduction of a corporate culture that helps employees develop a conscious attitude towards economic security issues. Supporting corporate values and encouraging responsible behavior of employees at all levels helps strengthen loyalty and reduce the likelihood of information leakage, unauthorized actions, and other internal violations.

Economic mechanisms ensuring security allows us to determine the strategic directions of enterprise development, as well as to form an effective system of financial, production and marketing management. They also allow us to optimize production processes and reduce costs, which in turn increases the competitiveness of an economic entity in the market and ensures its security in an unstable economy [3]. Ensuring a stable position in the market requires the enterprise to constantly adapt to changing environmental conditions, primarily through the release of competitive products. The solution to this problem involves tracking consumer preferences, implementing innovative solutions, and optimizing the use of material, human and financial resources.

Regular marketing research helps reduce uncertainty in the process of making management decisions and allows you to determine the most promising areas for the development of the enterprise in a market economy. Reputation and brand management play an important role in ensuring economic security, since a positive image of the company protects it from the negative impact of external factors. Consumer loyalty, formed through marketing activity and high product quality, reduces the company's sensitivity to short-term economic shocks and helps it to function stably in the market.

III. Results

Optimization of production processes is a key tool for increasing the efficiency and competitiveness of enterprises. Activities in this area allow for cost reduction through the introduction of energy-saving technologies, improvement of the inventory management system and the use of rational production methods. Thus, modern enterprises often implement a lean manufacturing system - this is a special production model, as well as a management concept and philosophy based on the continuous identification and elimination of non-production losses, development of production processes and involvement of personnel in improvement processes. The main aspects of lean manufacturing are the organization of the process of pulling orders by consumers, reduction of order fulfillment time, continuity and uniformity of the order flow, flexibility and widespread reduction of losses. The concept of lean manufacturing is based on a set of principles, including strategic focus, organization of the value creation flow for the consumer, continuous improvement, loss reduction, strict adherence to standards, visualization and transparency, priority safety, built-in quality and others.

The lean manufacturing system includes three key subsystems, the interaction of which is based on the use of classical and flexible project management tools: "Management", "Production Organization" and "Continuous Learning". Each of the listed subsystems corresponds to a certain set of lean manufacturing methods. The most common lean manufacturing methods are kaizen, 5S methodology, quick equipment changeover (SMED), TPM system, "5 why", visualization method, Ishikawa diagram and many others. It should be noted that lean manufacturing methods demonstrate particular relevance when it is necessary to ensure business sustainability in conditions of economic uncertainty. maintaining sustainability and improving the enterprise's activities in conditions of economic uncertainty.

The implementation of automated control systems in production allows for the accuracy, flexibility and efficiency of production process management, minimization of the human factor, and increase in productivity and product quality. The listed optimization tools create a significant safety margin for the enterprise, reducing its dependence on market fluctuations.

The key financial mechanism for ensuring the economic security of an enterprise is the formation of an effective financial management system, including budget planning, accounting and analysis of financial indicators, monitoring and control over the implementation of financial plans. The effectiveness of this mechanism is based on a comprehensive assessment of the current state and performance of the company using various financial indicators - economic potential, profitability, liquidity, financial stability, profitability and business activity. The main source of information for analyzing the financial and economic activities of an enterprise are the data of accounting (financial) statements, in particular - the balance sheet and the report on financial results.

The results of a comprehensive analysis of the financial and economic activities of an enterprise are the information basis for financial planning, within the framework of which its financial resources are managed in order to achieve certain business goals and ensure sustainable growth. Financial planning involves the development of current operating, investment and financial budgets, the preparation of forecast balance sheets and financial performance reports, as well as the assessment of future cash flows in order to eliminate cash gaps.

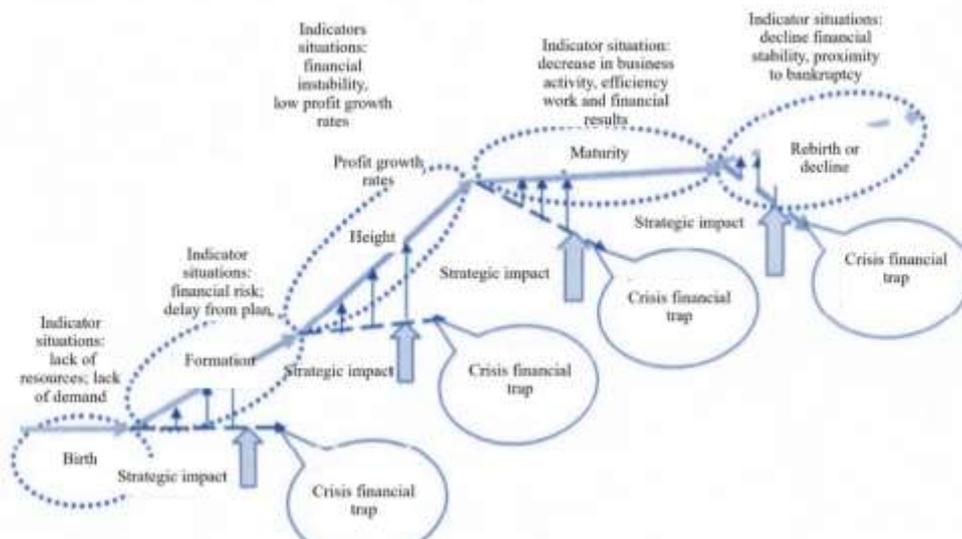


Figure 3: Financial strategy by stages of the enterprise life cycle [1]

An integral structural component of financial planning is the formation of a financial strategy that allows an enterprise to ensure financial stability and efficiency. According to researcher I.A. Blank, a company's financial strategy is understood as a long-term plan for managing the company's financial resources and capital, aimed at achieving its strategic goals and ensuring sustainable development [Юшибка! Источник ссылки не найден.]. Financial strategy includes determining sources of financing, capital allocation and use, income and expense management, and minimizing financial risks. This tool helps a company ensure sufficient liquidity, optimize the structure of assets and liabilities, and effectively use financial resources to maintain and grow its business. Financial strategy is closely linked to the overall business strategy of an enterprise, as it allows for the coordination of financial activities with production, marketing, and investment goals, ensuring a balance between growth and financial stability.

The development and implementation of the financial strategy of the enterprise require a comprehensive approach and close integration with the overall development strategy of the

organization. This allows for effective management of financial resources, reduction of risks and provision of sustainable growth in the conditions of a dynamically changing external environment. A feature of planning the financial strategy is its close relationship with the life cycle of the economic entity, which is clearly shown in Fig. 3.

Effective financial planning allows organizations to anticipate potential financial risks, optimize resource use and ensure liquidity, which ultimately contributes to increased economic security and competitiveness.

Tax mechanisms. Ensuring the economic security of an enterprise is a set of measures aimed at minimizing tax risks and ensuring compliance with tax legislation. Such mechanisms include, first of all, tax planning - the process of developing and implementing strategies to optimize a company's tax obligations within the framework of current legislation. The main goal of tax planning and optimization is to minimize the tax burden and maximize the use of tax benefits, deductions and other advantages provided by law. The key tools of tax optimization are presented in Fig. 4.

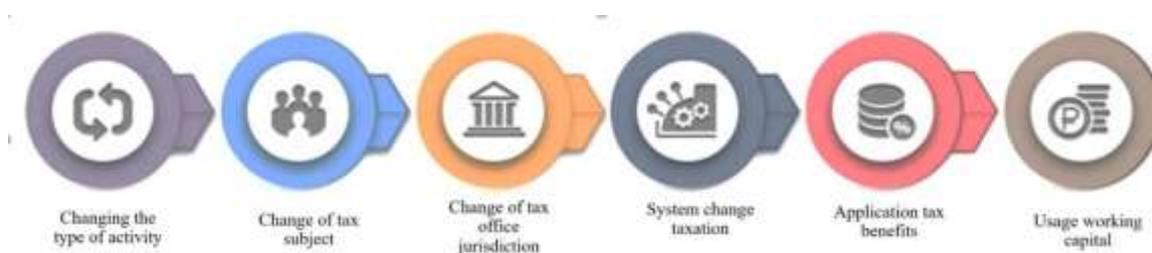


Figure 4: Tax optimization tools in the activities of enterprises [4]

One of the most common tax optimization tools is the use of tax incentives provided by law. For example, from 2021 to 2023, the profit tax rate for Russian IT companies was 3%, and in 2024 it was reduced to 0%. To receive this benefit, the company must be accredited by the Ministry of Digital Development of the Russian Federation, and income from the sale of IT products and services must be at least 90% of its total revenue. In many innovative industries, enterprises can use increased depreciation rates to reduce the amount of taxable profit.

IV. Discussion

The choice of the legal form of a company can significantly affect tax liabilities. For example, legal entities and sole proprietors are taxed at different rates and methods, which allows you to choose a form depending on the volume and types of activities. In addition, holding structures allow you to distribute profits and losses between subsidiaries, which makes it possible to optimize tax payments in a group of companies. Many countries offer special tax regimes for small and medium-sized businesses or individual sectors of the economy. For example, the simplified tax system (STS) in Russia allows small businesses to pay a lower tax at a rate of 6% of income or 15% of the difference between income and expenses, while insurance premiums paid for employees are deducted from the tax amount. It also provides for a patent tax system and a single agricultural tax, which significantly reduce the tax burden for the relevant types of activities.

For large corporations with an international structure, transfer pricing is an important tool. It allows you to regulate prices for goods and services transferred between related parties in order to optimize taxation in different countries. This mechanism allows you to redistribute profits to jurisdictions with lower tax rates, thereby reducing the overall tax burden at the level of a group of companies. For international companies, it is also important to use agreements on the avoidance of double taxation, which regulate the procedure for taxing profits earned abroad. These agreements

allow you to avoid double taxation of income and optimize the tax burden in international activities, which is especially important for large companies with assets or businesses abroad.

As part of tax planning, companies can reinvest profits into business development, which allows them to reduce the taxable base and defer tax payments to a later period. For example, profits can be used to finance new projects, modernize production facilities, or expand the range of products. This tool reduces the amount of profit subject to taxation and promotes company growth. Some companies use offshore jurisdictions or countries with low tax rates to register their divisions or store assets.

The economic security of the enterprise is also supported by the use of measures to ensure the safety of property from man-made accidents, fires and intruders. Security and fire alarm systems ensure the safety of the enterprise, protecting it from unauthorized access and preventing damage from fires.

The company's security software includes a wide range of solutions aimed at protecting against cyber threats, data leaks and other risks that threaten information resources and business infrastructure.

Antivirus software protects against viruses, malware, and spyware. Intrusion detection and prevention systems (IDS/IPS) monitor the network and identify suspicious activity. Security information and event management (SIEM) systems aggregate and analyze security data from multiple sources, helping to identify and respond to incidents in real time. Data protection tools (DLP systems) prevent unauthorized leakage and access to confidential information. Antispam programs and email protection combat phishing attacks, spam, and viruses that are distributed through email services.

Information mechanisms ensuring the economic security of the enterprise is a set of measures and methods for the protection, processing and analysis of information aimed at preventing threats to economic stability and protecting the company's confidential data. Unlike technical mechanisms, information mechanisms are focused on the creation, processing and use of data that ensure the sustainable development of the company, risk prevention and increased management efficiency.

Thus, the mechanism for ensuring the economic security of an enterprise is a set of organizational, economic, legal, technical and other measures aimed at reducing risks and ensuring the financial stability of the enterprise in conditions of uncertainty and competition in the market. It includes a comprehensive assessment of the economic situation, identification of threats and risks, analysis of the financial condition of the enterprise, management of financial flows, optimization of tax and personnel policies, control over resources and risks, as well as the development and implementation of a risk management strategy.

To implement the mechanism for ensuring the economic security of an enterprise, it is necessary to use modern risk management methods, such as methods for modeling and analyzing financial flows, analyzing statistical data, and information and analytical systems. In addition, it is necessary to comply with legislative and regulatory requirements, conduct an audit and control over the financial activities of the company, and organize a system for training and improving the qualifications of personnel.

In general, the mechanism for ensuring the economic security of a company is an important element of its long-term sustainability and success in the market. It allows preventing financial risks and ensuring the competitiveness of business in an unstable economy.

CONFLICT OF INTEREST.

Authors declare that they do not have any conflict of interest.

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