

**Alla Tkachenko,**  
*DrHab (Economics), Professor,*  
 ORCID 0000-0002-1843-2579  
 e-mail: [alla0676128584@gmail.com](mailto:alla0676128584@gmail.com);

**Tetiana Pozhuieva,**  
*DrHab (Economics), Professor,*  
 ORCID 0000-0002-9895-2557  
 e-mail: [lowleyhome@gmail.com](mailto:lowleyhome@gmail.com);

**Rodion Sevastyanov,**  
*PhD (Economics), Associate Professor,*  
 ORCID 0000-0001-9088-4433  
 National University Zaporizhzhia Polytechnic, Zaporizhzhia

## JUSTIFICATION OF THE ROLE OF ECONOMIC SECURITY AS A TOOL FOR PROTECTING BUSINESS ENTITIES IN THE LOGISTICS SERVICES MARKET

### Problem statement.

Modern economic conditions are characterised by a highly dynamic economic environment, globalisation of economic processes, significant technological innovations and increased competition in both local and international markets. These changes pose numerous challenges for enterprises, forcing them to constantly adapt to new conditions and use modern management methods to ensure their competitiveness. One of the most important aspects determining the stable functioning and development of an enterprise in such conditions is ensuring the economic security of the business entity.

### Analysis of the latest research and publications.

The economic security of an enterprise is a comprehensive state of protection of its interests from internal and external threats, ensuring stable development, competitiveness and financial stability. In scientific literature, the concept of «economic security» is considered from various aspects that reflect the multifaceted nature of this phenomenon.

Thus, according to scholars such as Shegda A.V. and Grachev V.V., «economic security is the ability of an enterprise to withstand external and internal threats, using all available potential to achieve strategic goals». Other researchers, in particular Kozik V.V., emphasise that economic security focuses on protecting the financial stability and competitiveness of a business entity. According to Varichev R.V., «economic security of an enterprise is the most efficient use of resources that ensure the stable functioning of the enterprise» [1].

Demchenko I.V. points out that «economic security of an enterprise is defined as a set of factors that ensure independence, stability, and ability to progress in conditions of destabilising factors» [2]. Krupka Ya.D. understands «economic security of an enterprise as the protection of its scientific, technical, technological, production and human resources from direct or indirect threats» [3]. According to Lebedko S.A., «economic

security of an enterprise is the state of protection of the vital interests of an enterprise from real and potential sources of danger or economic threats» [4]. According to Zakharov O.I., «economic security of an enterprise is the harmonisation in time and space of the economic interests of an enterprise with the interests of related external entities operating outside the enterprise» [5].

Moiseenko I.P., Magas N.V. and Popovichenko Yu.A. note that «economic security is a state in which the strategic potential of an economic entity is close to the limits of adaptability, and the threat of losing economic security increases the closer the degree of adaptability of strategic potential is to the limit zone» [6]. O.G. Cherep, Z.P. Urusova and A.A. Urusov considered economic security to be «a state of dynamic development of an economic entity, when its socio-economic parameters are characterised by any disturbances in the external and internal environment, maintaining a state of economic equilibrium at one level or another» [7]. This definition equates the concepts of economic security and equilibrium. A distinctive feature of this approach to definition is that security is first considered as a state of dynamic development, and then attention is focused on the fact that the parameters maintain economic equilibrium.

This allows us to conclude that the main idea of the definition is to maintain a dynamic equilibrium, where indicators develop in accordance with the planned trajectory, without going beyond the limits of acceptable deviations. Yaroslavsky A. O. and Pravdyuk N. L. understand economic security of an enterprise as «dynamic correspondence of the parameters of the state of a business entity in accordance with its external and internal environment, which ensures the functioning of the enterprise in turbulent conditions with maximum efficiency» [8]. Sosnovska O. O. equates economic security with a state of equilibrium, because the definition of the conformity of the environment according to some



approaches is a definition of equilibrium. That is, according to Sosnovska O. O.'s definition, «economic security of an enterprise is the state of a business entity that ensures the ability to fulfil obligations to personnel, the state, and contractors, regardless of changing conditions, through the balancing of assets and liabilities, as well as the reduction of losses» [9].

Trukhan O. L. [10] considers economic security as a certain state of an enterprise that is responsible for the equilibrium of performance indicators. The author points out that equilibrium must be the starting point. At the same time, economic security is divided into zones with corresponding boundaries, which are normative, but these norms depend on the period of time. Krakos Yu. B. emphasises that «economic security is considered not simply as the state of an enterprise, but is linked to the achievement of goals and reflects the essence of the special state of the economic system in a complex market environment, which characterises the guarantee of the purposefulness of its movement today and in the future; it synthesises the set of properties of the system itself and the most important components of its production and commercial activities» [11]. It is precisely the guarantee of purposefulness that can be linked to the stability of achieving goals and the application of the idea of sustainability in relation to the set goals in the chosen approach. The ideas of security in relation to the goals set by the enterprise are found in the approach of Kamlyk M.I. [12].

A distinctive feature of this definition is the reference to management. Thus, economic security is achieved as a result of management aimed at adapting the structural components of an enterprise. Kamlyk M.I. considers economic security to be the ability to adapt, but does not equate it with adaptation, as noted by Goryachev K.S., who emphasises that «economic security is the ability of a system to effectively adapt, respond to cyclical changes in the internal and external environment, and maintain the profitability of a business entity over a long period of time» [13]. This definition emphasises the importance of the internal environment of an enterprise for its successful functioning and development, but highlights the financial component, which is confirmed by the mention of economically profitable activity. It should be noted that, unlike one of the previous approaches, the ability to operate profitably is not linked here to the need for a permanent state, but rather emphasises the maintenance of such a state over a «long period of time», which is currently more realistic and achievable. Bondarchuk N.V. and Kubrak A.A. note that «the economic security of an enterprise is its ability to withstand adverse external influences and ensure its balanced development through the optimal organisation of financial and production resources» [14].

In addition, there is again a connection with equilibrium, but this is not simply related to the state of equilibrium, but to balanced development. The emphasis shifts to financial and production resources, which does not allow for a complete picture of the state of the enterprise and is not the only management guideline for ensuring the economic security of the enterprise. Andre-

eva T.E., Petrovska T.E., Gritskova I.G. consider the economic security of an enterprise as a predetermined degree of economic parameters that ensures its profitable operation and stable development and allows it to restore its original or adopt a new equilibrium state after the cessation of external and internal disturbances today and in the future.

According to the above definitions, economic security is often associated with financial stability or, more precisely, with the specific financial condition of an enterprise. Undoubtedly, economic security is achieved through effective management of assets and liabilities, taking into account their balance, minimisation of risks by reducing the probability of losses and creation of reserves. However, in modern conditions, it is more expedient to strive for a stable state in which the business entity not only fulfils all its obligations but is also able to maintain this state for a long time.

**The purpose of the article.** Justification of the role of economic security as a tool for protecting a business entity in order to ensure its stable and maximally effective functioning.

#### **Summary of the main material.**

In order to examine in more detail the problematic aspects related to the economic security of a business entity, this article presents the results of SWOT and PEST analyses using the example of Nova Poshta LLC. Nova Poshta LLC is a leading logistics company in Ukraine that provides express delivery of documents, parcels and cargo. The main activities of Nova Poshta LLC include domestic delivery of documents, parcels and cargo, and international delivery to more than 200 countries. The company continues to strengthen its market position through investments in technology, expansion of its service network and international expansion. Based on the results of the SWOT analysis, Table 1 presents the main aspects of the company's internal potential and external challenges that may affect its activities.

Table 2 examines the impact of external factors on the activities of Nova Poshta, as well as potential opportunities and threats to its development using PEST analysis.

1) Risk and threat assessment by Nova Poshta LLC to ensure economic security is a key aspect of ensuring the company's sustainable development and financial stability. The company's risks include:

2) Political risks – threats arising from instability in the country's political environment, military actions, and changes in the legislative and regulatory framework.

3) Economic risks – risks associated with macroeconomic changes, such as inflation, exchange rate fluctuations, and a decline in demand due to economic instability.

4) Technological risks – the possibility of technical failures, cyber attacks and data leaks, as well as problems with the company's equipment and infrastructure.

5) Social risks – social factors that can affect business, including a shortage of skilled personnel and changes in customer requirements.

Table 1. SWOT analysis of Nova Poshta LLC

Positive impact	Internal environment		Negative impact
	Strengths	Weaknesses	
	<ul style="list-style-type: none"> <li>- Developed network: over 30,550 service points, including 12,180 branches and 18,370 post offices;</li> <li>- Technological innovations: mobile application, automated sorting terminals;</li> <li>- Market leadership: significant brand recognition and customer loyalty;</li> <li>- Social responsibility: the «Humanitarian Mail of Ukraine» project, environmental initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>- High operating costs: infrastructure maintenance, transport costs.</li> <li>- Dependence on external factors: fuel prices, currency fluctuations.</li> <li>- Uneven distribution of branches in some regions.</li> </ul>	
	Possibilities	Threats	
<ul style="list-style-type: none"> <li>- Expansion of international activities: new branches in Europe (e.g. in Italy);</li> <li>- Diversification of services: launch of new IT products through Nova Digital;</li> <li>- Growth of e-commerce: increased demand for delivery due to the development of e-commerce;</li> <li>- Automation and environmental initiatives: cost reduction and efficiency improvement.</li> </ul>	<ul style="list-style-type: none"> <li>- Increased competition from other delivery operators (e.g., Meest, Ukrposhta);</li> <li>- Economic instability: military action, inflation, risks of regional conflicts;</li> <li>- Legislative changes: possible new regulations in the field of logistics or taxation;</li> <li>- Technological risks: possibility of cyber attacks or technical failures.</li> </ul>		
External environment			

Table 2. PEST analysis of Nova Poshta LLC

Political	Economic
<ul style="list-style-type: none"> <li>- Legislative changes relating to logistics and taxation;</li> <li>- Regulatory support for e-commerce and delivery;</li> <li>- Impact of military operations on operations in certain regions.</li> </ul>	<ul style="list-style-type: none"> <li>- Rising fuel prices, which affect logistics costs;</li> <li>- Inflation and currency fluctuations, which affect service prices and operating costs;</li> <li>- Growing demand for delivery due to the development of e-commerce.</li> </ul>
Social	Technological
<ul style="list-style-type: none"> <li>- Increased use of online services by the population;</li> <li>- Higher customer expectations regarding speed, quality and environmental friendliness of delivery;</li> <li>- Dependence on behavioural changes among consumers (shift to online shopping).</li> </ul>	<ul style="list-style-type: none"> <li>- Investments in automation and digital technologies (mobile application, automated terminals);</li> <li>- Use of artificial intelligence to optimise logistics processes;</li> <li>- Risk of cyber attacks or technical failures.</li> </ul>

For a detailed assessment of risk levels, it is advisable to use the «probability-impact» methodology, taking into account key risks, assessing their probability and impact on the company's economic security. The risk assessment was carried out for several types of risk, such as political, economic, technological and social. The result is presented in the form of a sum of points

and a risk level. Based on the survey results, average scores were determined for each criterion, allowing for an assessment of the possible risks that may arise when working with the company. This data was entered into Table 3 for further analysis and improvement of risk management strategies.

Table 3. Risk assessment of Nova Poshta LLC

Type of risk	Risk factor	Probability	Impact	Total points	Risk level
Political	Military action, damage to infrastructure	9	9	18	Very high
	Legislative changes, impact on taxation	7	7	14	High
Economic	Inflation and rising fuel prices	8	8	16	High
	Currency exchange rate fluctuations	7	8	15	High
	Decreased demand due to economic instability	7	7	14	High
Technological	Cyber attacks, data leaks	6	7	13	Average
	Technical failures in sorting terminals	5	6	11	Average
Social	Shortage of qualified personnel	6	6	12	Average
	Increased customer demands for quality and environmental friendliness	5	5	10	Average

For Nova Poshta LLC, economic security is crucial for maintaining stability and competitiveness in the market. Identifying factors that affect the economic security of Nova Poshta LLC is an important part of risk management and planning the company's development strategy. The economic security of Nova Poshta LLC encompasses maintaining its financial stability, competitiveness, and ability to operate effectively in the face of various external and internal challenges. For Nova Poshta LLC, several key factors can be identified that

affect its economic security. These factors can be divided into internal (which directly depend on the company's own policies and actions) and external (which are determined by the external environment in which the company operates). In addition, the impact of various factors on the company's economic security should also be divided into: financial, market, technological, political, social, environmental and regulatory. The impact of these factors is presented in Table 4.

**Table 4. Impact of factors on the economic security of Nova Poshta LLC**

Category of factors	Influence factor	Impact on the economic security of the enterprise	Possible risks
Financial factors	Liquidity and financial stability	Ensuring financial stability	Liquidity shortage, suspension of operations
	Credit and investment risks	Importance for strategic investments	Non-performing loans, low level of funding
Market factors	Market competition	Impact on market shares and prices	Decline in profits, loss of market share
	Changes in demand	Identifying consumer needs	Uncertainty in demand, decline in income
Regulatory factors	Changes in legislation	Importance for compliance with standards	Penalties, changes in tax liabilities
	Legislación fiscal	Impact on tax and expenditure levels	Increased costs, reduced profitability
Technological factors	Innovation and digitalisation	Improving efficiency and services	Unsuccessful implementation of technologies, system failures
	Cybersecurity	Protection against malicious users	Data destruction, financial losses due to cyber attacks
Political factors	Political stability	Supporting stable conditions for business	Changes in policy, sanctions, war
Category of factors	Influence factor	Impact on the economic security of the enterprise	Possible risks
Social factors	Demographic changes, social trends	Changes in needs and consumer habits	Mismatch between supply and demand
Environmental factors	Environmental standards, climate change	Impact on logistics chains	Costs of environmental technologies, natural disasters

Strengthening financial stability and reducing risks are important aspects for the stable development of Nova Poshta LLC, especially in a rapidly changing economic environment and highly competitive logistics services market. Research into both external and internal risks in the logistics sector of Nova Poshta LLC, which are considered as risk management mechanisms, as well as the introduction of institutional measures designed to ensure the effective functioning of the risk management process at the company level, contribute to the reduction of systematic risks. Improving the risk management system includes strengthening the role of state bodies that implement regulatory policy in the field of transport and logistics. The state should perform both a regulatory function and the function of a methodological centre aimed at developing a risk management system in the logistics sector. For Nova Poshta LLC, such interaction will not only improve its own risk management system, but also strengthen the company's competitiveness by reducing the impact of external and internal threats. Risk is an integral part of business activity, requiring the improvement of methods and tools for its effective management.

The relevance of risk management for Nova Poshta LLC is determined by internal and external factors. External factors include global economic and political processes, while internal factors include organisational changes and the development of new services and technologies. General risks can affect the entire industry. Specific risks, such as problems in personnel management or technical equipment, are directly related to the company's internal processes. Risks associated with management decisions, organisational structure and personnel are also an important part of the risk profile.

For Nova Poshta, it is important to create a risk management system that includes risk identification, control and management, as this makes it possible not only to minimise potential losses, but also to use risks as an opportunity for development and process improvement. In a dynamic logistics environment and growing

competition, a properly structured risk management system allows not only to effectively manage existing threats, but also to find new business opportunities.

The high effectiveness of a risk management system lies in its ability to reduce the likelihood of undesirable events or minimise their consequences. Such a system must respond quickly to changing conditions, provide feedback and offer practical solutions, focusing on achieving set goals and reducing economic losses.

The main goal of risk management in a company such as Nova Poshta is to achieve a balance between maximising the effective use of opportunities for profit and minimising potential losses. The implementation of a risk management system involves the use of structured methods for identifying, analysing, assessing, monitoring and controlling risks at all stages of the company's activities. A key element of this system is its integration with the company's specific business processes, strategy and core principles, as well as the active involvement of every employee in the risk management process. The main challenge is the effective aggregation of primary information, both from the market and from the company's internal sources.

Risk management should be based on decisions that correspond to the current conditions and needs of the enterprise, taking into account not only probabilistic estimates, but also data that can predict possible changes. This will improve the accuracy of assessing the impact of risks on the company's strategy. The presented risk management algorithm (Fig. 3.3) includes five stages: risk identification, assessment and analysis of losses and risks, analysis of social risks, and final analysis of results. This system allows for effective risk monitoring, taking into account the complex links between strategic and tactical risk management, which is important for Nova Poshta LLC.

Based on the fact that the most difficult part of economic risk management is the development of theoretical and practical mechanisms to reduce negative factors.

The effectiveness of such mechanisms, which allow optimal management decisions to be made, directly affects the performance of the enterprise. According to scientists who note that the diversity of risk management methods used in practice requires their classification, we identify the main types of risk management and corresponding methods (avoidance, transfer, localisation and compensation), as well as measures and tools for reducing risks, each of which has its own advantages and disadvantages. Therefore, when choosing risk reduction methods, specialised approaches should be used. For effective risk management, it is also necessary to develop development strategies, build an optimal production structure, and implement effective innovation and investment policies. Organising a risk management system will allow you to achieve an optimal balance between the pursuit of profit and ensuring safety, which, in turn, will contribute to an adequate level of business security.

The economic security concept of Nova Poshta LLC should be focused on forecasting internal and external threats, taking into account the specifics of the enterprise, its role in the national economy, and the characteristics of the region in which it operates. The main factors that may affect the company's economic security include: an imperfect regulatory framework, possible competition issues, technical difficulties with data protection, low awareness of financial risks, and other factors that may adversely affect the company's operations.

The main tasks for Nova Poshta LLC in the field of economic security are: defining and implementing a clear corporate policy; creating effective mechanisms to combat fraud and corruption risks; developing measures to prevent violations and reduce risks; timely informing management about major economic threats; and fos-

tering a culture focused on legality, transparency, and ethics in the work of personnel.

### Conclusions.

The economic security of a business entity is a multifaceted category that encompasses not only financial stability and effective resource management, but also the ability of the enterprise to defend itself against external and internal threats. For an enterprise to function successfully, it is necessary to ensure a balance between risks and opportunities, make effective use of available resources, and respond promptly to changes in the economic environment.

Improving the economic security of Nova Poshta LLC involves developing a comprehensive approach that includes investing in innovation, developing new services, improving risk management, strengthening financial and legal security, and improving organisational processes. Implementing these measures will help ensure the company's sustainable development in an environment of constant change and competitive challenges.

An assessment of risks and threats to the economic security of Nova Poshta LLC showed that the main factors affecting the company's stability are changes in the legislative field, fluctuations in economic conditions, and high competition in the logistics services market. It was also found that risks associated with external factors have a significant impact on the company's activities, requiring timely response and adaptation to changes. An analysis of the factors affecting the economic security of Nova Poshta LLC confirmed the need for constant monitoring of the external environment, analysis of financial and economic indicators, and a more in-depth study of the competitive environment for effective risk management and ensuring the stable development of the company.

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### **Tkachenko A., Pozhueva T., Sevastyanov R. Justification of the role of economic security as a tool for protecting business entities in the logistics services market**

Economic security of an enterprise is a complex and multifaceted category that covers various aspects: financial stability, resource management efficiency, protection against external and internal threats. This category also includes the ability of an enterprise to adapt to economic changes. Economic security requires a comprehensive approach to its assessment and risk management, as threats can arise from various directions, including changes in financial conditions, shifts in demand, currency fluctuations, changes in the legislative framework, or the use of technological innovations. This creates new opportunities and challenges for business. A company's economic security is its ability to function and develop effectively, ensuring stability, preservation, and enhancement of economic potential in the face of internal and external threats. The article substantiates the role of economic security as a security tool using the example of Nova Poshta LLC. Nova Poshta LLC is a leading logistics operator in Ukraine, operating in an unstable political, economic, and social environment. For Nova Poshta LLC, economic security is crucial for maintaining stability and competitiveness in the market. Identifying the factors that affect the economic security of Nova Poshta LLC is an important part of risk management and planning the company's development strategy. The economic security of Nova Poshta LLC encompasses maintaining its financial stability, competitiveness, and ability to operate effectively in the face of various external and internal challenges. The economic security of Nova Poshta LLC depends on a number of factors, including financial stability, the efficiency of management and technological processes, compliance with legal requirements, and adaptation to changes in the market environment. To ensure this, it is important not only to respond to emerging threats, but also to anticipate potential risks and develop strategies to address them. Analysis of the risk management system for Nova Poshta LLC is very important for the strategic development and economic security of the company. Typically, the concept of economic security should be focused on forecasting internal and external threats, taking into account the specifics of the company, its role in the national economy, and the characteristics of the region in which it operates.

*Keywords:* economic security, security, risk management, strategy, threats, logistics services.

### **Ткаченко А., Пожуєва Т., Севастьянов Р. Обґрунтування ролі економічної безпеки як інструмента захищеності суб'єкта господарювання на ринку логістичних послуг**

Економічна безпека підприємства є складною та багатогранною категорією, що охоплює різні аспекти: фінансову стабільність, ефективність управління ресурсами, захист від зовнішніх і внутрішніх загроз, а також здатність підприємства адаптуватися до економічних змін. Економічна безпека вимагає комплексного підходу до її оцінки та управління ризиками, оскільки загрози можуть виникати з різних напрямків, включаючи зміни у фінансових умовах, зміщення попиту, коливання валютних курсів, зміну законодавчої бази або використання технологічних інновацій, які створюють нові можливості та виклики для бізнесу. Економічна безпека компанії – це здатність ефективно функціонувати та розвиватися, забезпечуючи стабільність, збереження та підвищення економічного потенціалу в умовах внутрішніх та зовнішніх загроз. У статті обґрунтування ролі економічної безпеки як інструмента захищеності здійснено на прикладі ТОВ «Нова Пошта». ТОВ «Нова Пошта» – провідний оператор логістики в Україні, що функціонує в умовах нестабільного політичного, економічного та соціального середовища. Для ТОВ «Нова Пошта» економічна безпека має вирішальне значення для підтримки стабільності і конкурентоспроможності на ринку. Ідентифікація факторів, що впливають на економічну безпеку ТОВ «Нова Пошта», є важливою складовою управління ризиками та планування стратегії розвитку компанії. Економічна безпека ТОВ «Нова Пошта» охоплює збереження її фінансової стабільності, конкурентоспроможності та здатності ефективно працювати в умовах різноманітних зовнішніх і внутрішніх викликів. Економічна безпека ТОВ «Нова Пошта» залежить від суми факторів, включаючи фінансову стійкість, ефективність управлінських і технологічних процесів, дотримання законодавчих вимог та адаптацію до змін в ринковому середовищі. Для її забезпечення важливо не лише реагувати на загрози котрі виникають, але й передбачати потенційні ризики, розробляючи стратегію для їх вирішення. Аналіз системи управління ризиками для компанії ТОВ «Нова Пошта» є дуже важливим для стратегічного розвитку та забезпечення економічної безпеки підприємства. Зазвичай концепція економічної безпеки повинна бути орієнтована на прогнозування внутрішніх і зовнішніх загроз, враховуючи специфіку підприємства, його роль у національній економіці та особливості регіону, в якому воно працює.

*Ключові слова:* економічна безпека, захищеність, управління ризиками, стратегія, загрози, логістичні послуги.