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Article

Identifying solutions to ensure the financial security of the enterprise in current conditions

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Abstract: The issue of ensuring the economic security of enterprises has become increasingly pressing, encompassing a wide array of components, including technical, technological, financial, intellectual, human resources, fiscal, legal, property, and informational dimensions. In light of current economic conditions, research highlights the imperative of developing and implementing an effective mechanism to secure the financial dimension of an enterprise's economic security. This has emerged as one of the foremost priorities. A well-designed mechanism to safeguard financial security is expected to provide robust solutions to address the challenges encountered throughout an enterprise's operational trajectory. The objective of this research endeavor is to ascertain viable solutions that will ensure the stability and resilience of the financial security system through the implementation of a range of management tools. The primary goal of these tools is to mobilize the enterprise's internal and external reserves in an effective manner. In this context, attaining the intended objectives necessitates not only a comprehensive examination of the theoretical and methodological underpinnings of financial security but also the formulation of a system of essential financial prerequisites. Such a system must support the enterprise's sustainable growth and development, both in the short and long term, while being adaptable to the specific economic conditions and sectoral characteristics in which the enterprise operates.

Keywords: financial security; enterprise; management tools

1. Introduction

The problems of ensuring financial security are currently attracting special attention. Instability of energy prices, constant changes in exchange rates, a complex political situation in the world. In such complex market conditions, enterprises need to find and create new approaches to ensure financial stability. The stable development of any enterprise relies on its resilience to external and internal threats. The repercussions of global economic crises, fluctuations in resource prices, legislative changes, and numerous other adverse factors negatively impact the financial condition of enterprises. Without protective measures in place, these influences may lead to irreversible consequences, including bankruptcy.

The concept of "financial security of an enterprise" is a relatively recent addition to the domestic economic literature. Historically, there have been two primary perspectives on maintaining stable financial operations. The first, supported by many traditional scholars, views financial security as a subset of the broader economic security of the enterprise. The second perspective advocates for the development of a comprehensive set of anti-crisis measures within the organization.

However, neither approach has historically emphasized a holistic strategy for establishing financial security. Such a strategy would aim to safeguard the financial interests of the enterprise throughout its development process. Recent practice demonstrates that the deterioration of an enterprise's financial position—often culminating in crisis or bankruptcy—has largely been attributed to the absence of an effective financial security management system.

2. Materials and methods

In academic research, financial security is most often associated with characteristics such as:

- stability;
- independence;
- autonomy;
- risk protection (risk minimization);
- resilience to threats;
- stability;
- legality/reliability;
- sustainable development/improvement.

Of course, the authors who have investigated the concept have had different opinions, depending on the branch of the enterprise in question and the period in which the studies were carried out. However, based on the definition given by Blank, "The financial security of the enterprise is a key element of the economic security system. In the general composition of the elements of economic security, the financial component acts as the basic value of the level and structure of the financial potential of the enterprise in ensuring the goals of its economic development" [1], we conclude that financial security is the foundation of economic security, without which no enterprise could exist, but even more, no country could achieve its development objectives.

Table 1 presents the most relevant definitions of the concept of financial security.

Table 1. Conceptual approach to enterprise financial security.

Author	**Concept content**
Kretova	The financial security of the enterprise is a component of the economic security of the enterprise, which is characterized by the existence of a balanced financial position in which financial instruments, technologies and services are properly aligned, and the enterprise is able to withstand threats. It also includes the ability to ensure the realization of the financial interests, mission and objectives with sufficient financial resources, oriented towards the sustainable development of the enterprise [2].
Gerasimova	Enterprise financial security is a set of measures designed to protect production and financial activities against actual and potential internal and external threats [3].
Kuznecova, Laptev	The financial security of the enterprise is a complex, multidimensional system, the content and structure of which depends on the current financial-economic state of the enterprise and the influences of internal and external factors, which are defined specifically for each enterprise [4].
Zaporozețeva	The financial security of the enterprise is a stable protection of the production and financial activities against real and potential internal and external threats in order to ensure sustainable development in both the short and long term [5].
Kirov	The financial security of a firm is a state of an enterprise that: 1) allows maintaining the financial equilibrium, stability, ability to pay, and liquidity of the firm in the long term; 2) meets the needs of the enterprise in financial resources for sustainable capital expansion; 3) is able to cope with existing and emerging threats and dangers, which could harm the enterprise financially or negatively alter its capital structure, or force its liquidation; 4) ensures sufficient flexibility in financial decision-making; 5) guarantees the protection of the financial interests of the owners of the enterprise [6].

Table 1. (*Continued*).

Author	Concept content
Dokiienko, Hrynyuk, Lapko, Kramarev	The financial security of an economic entity should be considered as a system that makes it possible to identify potential threats and risks, and to find effective and prompt ways of counteracting them, guaranteeing a stable financial state, the possibility of further development and survival [7].
Makarchuk, Malyshko, Yaremenko	The financial security of an enterprise is based on its financial stability, competitiveness, and financial independence, which are essential aspects for ensuring the company's viability [8].
Raczkowski and Schneider	Remark that the economic security of the enterprise is risk management, which can be the driver of strategic decisions, the reason for uncertainty in the organization, or it may just be embedded in the system activity of the organization [9].
Kayzer, Czerwińska-Kayzer, Florek, Staniszewski	Financial security, in its general form as the absence of risk, is considered from the perspective of companies, banks, households, and the state. It can also be considered as an element of financial stability. Financial security affects the achievement of the financial stability of a company [10].
Lelechenko, Iyzefovych, Doronina, Yarovoi, Tomakh	The financial security of an enterprise is a key component of economic security, which is an integrated process of management actions and decisions aimed at achieving the desired or expected financial condition, dependent on the priority financial interests of the enterprise [11].
Nguyen, Nguyen	Financial security is one of the two sides that represent financial independence, reflecting the state of safety as well as the financial stability of the business [12].
Kondratenko, Doroshenko, Ternova, Babych, Dorosheko	The financial and economic security of an enterprise is a complex system with a certain set of characteristics, aimed at ensuring the effective use of all types of resources: material, financial, labor, etc., and the prevention of internal and external threats [13].

An analysis of the works of these authors highlights different perspectives, with each author emphasizing that financial security is either a set of measures or a multidimensional system of factors and activities. The contradictions that arise can be attributed to the depth of the studies conducted by the authors. In this context, the definition presented below further confirms that there is no universally accepted definition recognized by experts in the field. Establishing a system of sustainable development indicators remains a challenging scientific issue, marked by ongoing debate and a lack of complete resolution.

Thus, Jean-Philippe Bouchaud and Marc Potters do not provide an explicit definition of the "financial security" of the firm in their work. However, in their book "Theory of Financial Risk and Derivative Pricing: From Statistical Physics to Risk Management", they explore financial risk and its management, emphasizing the importance of understanding probabilistic distributions and market volatility to effectively manage financial risks. This approach contributes to informing the concept of financial security by emphasizing the need to control and mitigate risks associated with market fluctuations and financial uncertainties [14].

Following the comparison of the definitions presented, it is necessary to mention the key aspects that ensure a substantial differentiation between them according to the purpose of enterprise financial security. As the authors researched in **Table 1** emphasize, financial security is a stable, balanced and sustainable state of the enterprise. Conversely, Bouchaud and Potters' approach focuses on financial risks and how they can be managed to mitigate market uncertainties.

However, specialists have been concerned to develop as broad a definition as possible of financial security in terms of its key elements, the factors influencing it, and the problems it faces. Accordingly, we could specify that financial security is the most efficient use of production resources to prevent, counteract and neutralize threats that could deteriorate the economic situation of the enterprise while ensuring its stable operation now and in the future.

The objectives of the financial security of the enterprise are set out in **Figure 1**.

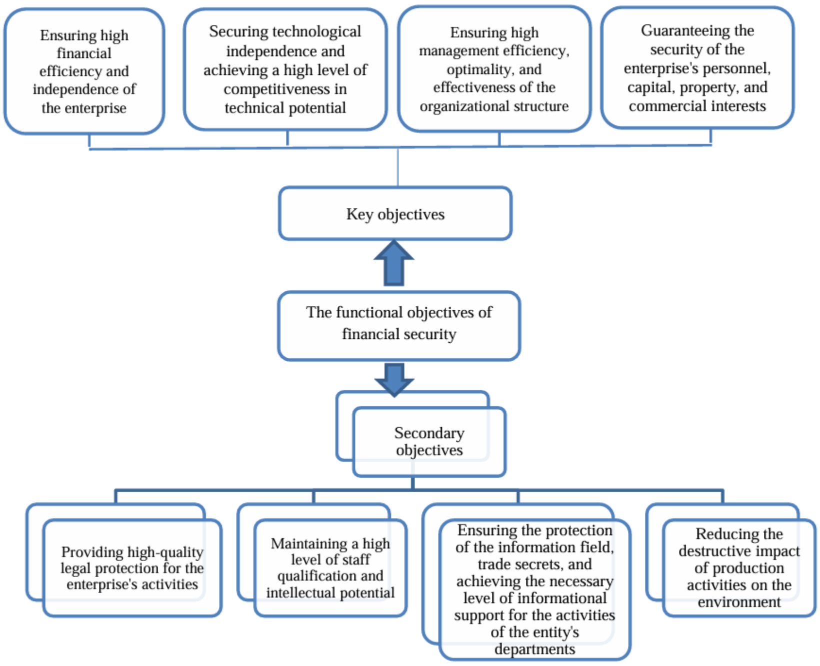

Figure 1. The objectives of financial security of the enterprise.

Source: Developed by the author in according 2.

The financial security objectives are to be subdivided into primary and secondary in order to emphasize organizational priorities and streamline the allocation of financial resources for stable business. The usefulness of the structuring in **Figure 1** is that it enables effective management of the enterprise's priorities. However, it is necessary to reassess periodically in order to reflect developments in the business environment and long-term strategic goals. Moreover, the determination of secondary objectives also highlights the role of financial security in ensuring environmental protection and the efficient use of human resources. However, to avoid underestimating secondary objectives in a modern business environment, flexibility is essential, as objectives deemed secondary in one context may become primary in another, depending on changes in the external or internal environment.

In order to achieve the above objectives, it is necessary to regulate financial security, given that it represents a basic component of the overall security of the enterprise. The main objective of regulating financial security is to:

- Develop a system of mandatory financial premises necessary for the development of the enterprise;
- Identify threats and risks that may influence the achievement of financial interests;
- Eliminate these threats and risks through effective methods developed for this purpose.

The components of the financial security control system include:

a) Creating efficient information systems that provide alternatives for managerial decision-making;
b) Conducting periodic analyses of the financial security status of the economic entity;
c) Developing an effective system for organizing the enterprise's financial security;
d) Establishing an internal control system to ensure the enterprise's financial security.

These objectives are directly supported by the implementation of well-defined tasks within the financial security system, which integrate the protection and optimization of financial resources with the achievement of organizational sustainability, competitiveness and efficiency.

The threat of loss of financial security represents the real or potential possibility of manifestation of a destructive impact of various factors on the financial development of the enterprise, which leads to certain economic losses [2]. Threats are characterized by a diversity of types, and for their most complete identification in the process of creating the financial security system of the enterprise, an appropriate classification is necessary. In the specialized literature, various criteria for classifying the types of threats are presented.

In conditions of uncertainty and changing internal and external factors, the enterprise is compelled to make risky decisions in the context of fierce competition. It seeks to prevent and neutralize existing or anticipated dangers and threats, thereby ensuring the achievement of its business objectives.

To address the issues related to identifying threats to financial security and selecting the most effective mechanisms for neutralizing them, a financial security assurance system must be established within the enterprise. The main tasks addressed by this system are presented in **Figure 2**.

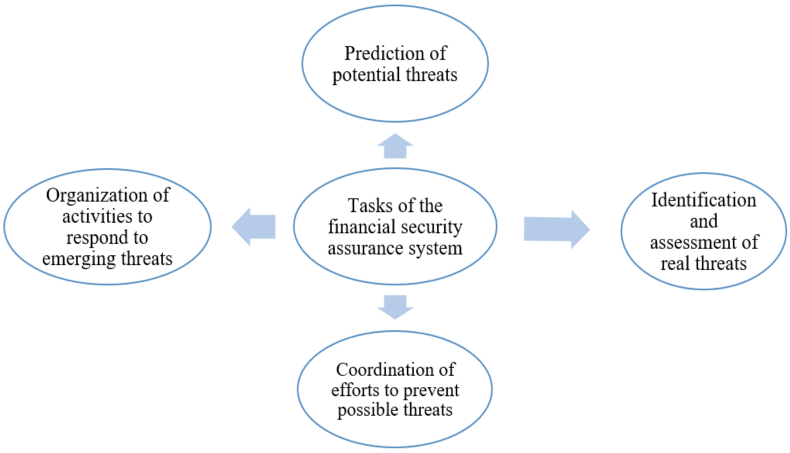

Figure 2. Tasks of the financial security system of the enterprise.
Source: Developed by the author.

The classification criteria and types of threats to the financial security of the enterprise would be as follows:
1) Place of occurrence: external, internal;
2) Degree of danger: dangerous, particularly dangerous;
3) Possibility of occurrence: actual, potential;

4) Scale of manifestation: objective, subjective;
5) Duration of action: general (systemic), local;
6) Source of origin: constant, temporary;
7) Character of direction: direct, indirect;
8) Likelihood of occurrence: overt, latent;
9) Degree of predictability: predictable, unpredictable;
10) Frequency of occurrence: frequent, medium, rare;
11) Magnitude of expected damage: catastrophic, significant, small;
12) Distance in time: immediate, near, distant.

The analyzed classifications of threats allow for the systematic development of a mechanism to ensure the financial security of the enterprise. The effectiveness of creating such a system depends on the timely and comprehensive identification of threats that could lead to the loss of this security.

As illustrated by **Figures 1** and **2**, the tasks of the financial security system contribute to the objectives by:

1) Ensuring high financial efficiency and enterprise independence;
2) Ensuring technological independence and achieving a high level of competitiveness in ethnic potential;
3) Reducing the destructive impact of production activities on the environment;
4) Ensuring high-quality legal protection for the enterprise's activities;
5) Ensuring high management efficiency and optimal organizational structure;
6) Maintaining a high level of staff qualification and intellectual potential;
7) Protecting the information field, trade secrets and providing necessary information support;
8) Ensuring the security of personnel, capital, property and commercial interests of the enterprise.

At the same time, the implementation of a financial security system presents certain challenges due to the lack of specialized methods for its implementation.

3. Results

As already mentioned, each enterprise is a system that includes core elements and the connections between them. Through internal and external links, threats to its security may manifest. To ensure maximum protection from these threats, certain activities are required, which must also have a systemic nature. To build an effective financial security system, the enterprise must develop appropriate documentation that defines internal and external threats, as well as criteria on the basis of which the financial security of the enterprise can be recognized as violated.

Furthermore, it is necessary to create an information system for comprehensive and objective monitoring, which includes the identification and prevention of internal and external threats to the financial security of the enterprise. Based on the information obtained, a set of operational and long-term measures should be developed to neutralize factors that lead to the loss of financial security, as well as to prevent and eliminate possible negative consequences (**Figure 3**).

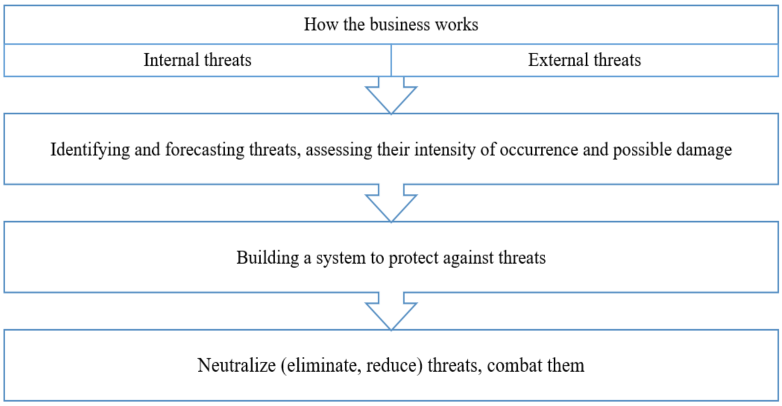

Figure 3. Financial security as a protection system against threats.

Source: Developed by the author.

The main problem in ensuring the financial security of the enterprise is the lack of approved and standardized methods of identification and detection of threats to the enterprise, as well as formalization and description of the structure of these threats.

The basis for the creation of the financial security of the enterprise is the identification of actual and potential internal and external threats. Due to the complexity of the company's activity and the large number of factors that have a negative impact on it, among all the identified threats to financial security, priority is given to the most dangerous types. These are those that have a direct impact on the company's ability to realize its priority financial interests and lead to significant damage in terms of magnitude and consequences.

The broader the spectrum of assessed threats, the greater the likelihood of early detection of financial crisis situations and application of appropriate tools for their neutralization and elimination. However, such an approach is difficult to implement because some of the indicators reflecting the intensity of threats are not supported by information, while others may lead to information overload and the impossibility of selecting acceptable patterns of corporate behavior.

Therefore, it is recommended to identify the most significant threats to the financial security of the enterprise at this stage of development.

The assessment of the significance of threats to the financial security of the enterprise should be carried out in two stages. The first step is to identify the most significant classes of threats to the entity, and the second step is to compare the threats within each class. T. Saaty's relationship scale can be used to compare the relative importance of threat classes and the types of threats within them (**Table 2**).

Table 2. Hierarchy assessment scale.

1	Equal importance
3	Moderate superiority of one over the other
5	Significant superiority of one over the other
7	Considerable superiority of one over the other
9	Very strong superiority of one over the other
2, 4, 6, 8	Corresponding intermediate values
1/3, 1/4, 1/5, …	Reciprocal values

Source: [15].

The process of managing the financial security of the enterprise, in the opinion of researchers Grynjuk and Dokijenko, must include the following stages:

1) Identifying the types and causes of negative influences on the functioning of the enterprise;
2) Determining the state and evaluating the current level of financial security;
3) Assessing the competitive position of the economic entity;
4) Developing a system of measures to mitigate potential threats and risks in order to ensure the necessary level of protection [16].

The main and functional objectives determine the formation of the essential elements of the system and the general algorithm of the process of organization of the financial security assurance. This algorithm includes a sequence of actions (measures), shown in **Figure 4**, which are carried out successively or simultaneously. It is only by implementing these actions (measures) in the appropriate volume that an adequate level of financial security of the enterprise can be achieved.

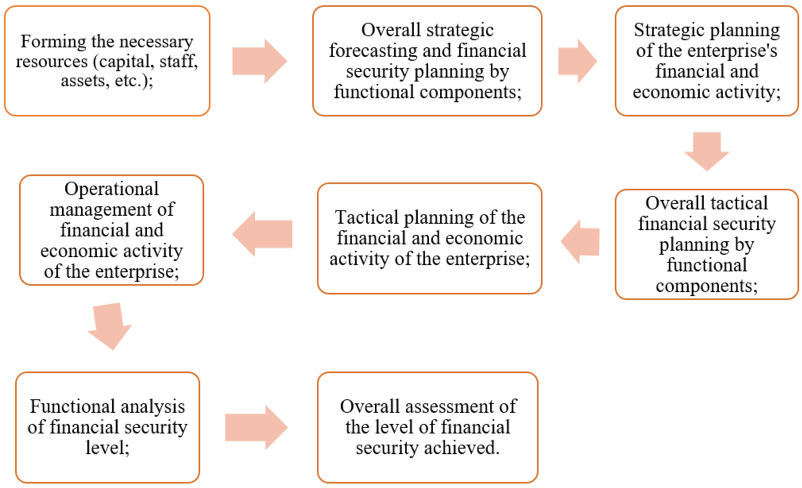

Figure 4. General algorithm of the financial security organization process.

Source: Adapted by author in according 3.

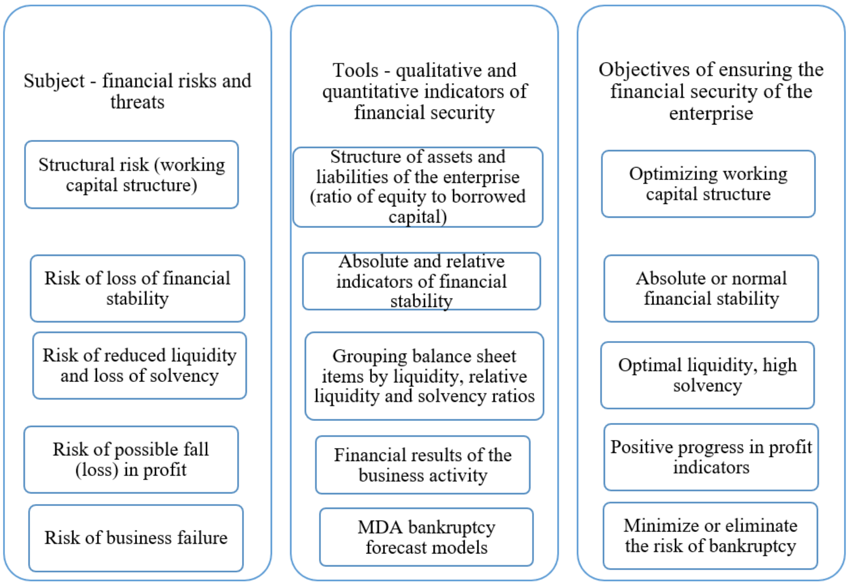

Figure 5. Main directions for ensuring the financial security of the enterprise.

Source: Adapted by author from 4.

Compliance with the algorithm of the financial security organization process will ensure the financial security of the enterprise, taking into account the ability to cope with the risks associated with the deterioration of its financial situation, such as: structural risk, reduced financial stability, insolvency of the enterprise, risks of loss of profit, the risk of bankruptcy (**Figure 5**).

The main methods of ensuring the financial security of an enterprise include the collection and processing of analytical information on experience and measures to ensure the safety of foreign enterprises; analysis; constant monitoring; and forecasting of conditions, threats, dangers and indicators of financial security [17].

The financial security strategic plan includes the following steps:

- Development of the goal and strategic goals of maintaining the confidentiality, integrity and suitability of economic information for the implementation of effective crisis management of enterprises;
- An analysis of the external and internal environment, adjustment, if necessary, and strategic goals of information support of crisis management of enterprises;
- Development of strategic directions to support financial security in the system of crisis management of enterprises;
- Analysis of the implementation of the strategic plan and adjustment of strategic directions to support financial security in the enterprise crisis management system [18].

It is imperative to recognize that ensuring financial security entails the identification of management objectives. These objectives encompass the identification of various risks and threats to the enterprise, in addition to the diagnostic tools employed to analyze these risks and threats. The diagnostic tools in question are a set of indicators that characterize the various aspects of the financial situation of the economic entity. Accordingly, the objectives of ensuring financial security are to optimize these indicators, thereby minimizing the negative factors that influence the financial security of the enterprise.

4. Discussion

Based on the information presented above, the key guidelines that an enterprise should follow to ensure uninterrupted, stable, and sustainable production can be outlined. Securing and improving the functional potential of the enterprise is achievable by adhering to the following conditions:

1) Security of economic objectives:
   - Ensuring the enterprise’s potential by utilizing production factors (means of labor, objects of labor) to maintain and expand the scope of the enterprise’s operations;
   - Guaranteeing solvency to meet financial obligations, thereby maintaining the enterprise’s financial stability.
2) Ensuring the enterprise’s potential:
   - Ensuring the safety of production technologies and technical equipment through modernization and alignment with contemporary innovative standards to enhance product competitiveness;

- Ecological security—producing a product that is easily recyclable and has minimal environmental impact;
- Economic security, which involves:

a) Minimizing costs per unit of product by using resources efficiently;

b) Reducing expenses associated with penalties for non-compliance with environmental standards;

c) Increasing profitability by reducing costs and boosting sales;

d) Concluding advantageous contracts with clients.

3) Achieving the economic security of the enterprise:

- Establishing favorable agreements with creditors and debtors;
- Developing the enterprise through the implementation of innovations, adoption of new technologies, and enhancement of employees' professional qualifications;
- Maintaining or increasing market share by creating and leveraging competitive advantages over rival products.

In order to ensure the financial security of an enterprise, it is important to identify not only the conditions mentioned above but also the factors that determine the financial security of the enterprise.

These factors are analyzed by various researchers who have concluded that the key factors for financial security are a stable market position, effective management of market, credit and liquidity risks, and sufficient liquid assets to cover short-term obligations.

An integrated approach, combining early identification of risks with optimization of the use of resources and continuous monitoring of financial performance, is the key to maintaining and strengthening the financial security of an enterprise. This not only protects the company from crises but also provides a solid foundation for sustainable growth.

Table 3 therefore lists the most important factors identified by experts in the field.

Table 3. Key factors and conditions for ensuring the financial security of the company.

Author	Concept content
Effective management of financial resources	Rational allocation of financial resources between different types of activities, management of risks associated with financial activities.
Effective use of financial instruments and technologies	Implementation of credit risk management, working capital management, financial planning and forecasting.
Stable and reliable source of funding	Availability of a stable and reliable source of financing that allows the enterprise to fulfil its financial obligations on a regular and timely basis.
Effective cost management	Rational use of the company's financial resources, cost minimization, optimization of tax payments and other financial obligations.
Innovation activity	Introduction of new technologies and innovative products that increase the competitiveness of the enterprise and reduce the probability of financial risks.
Availability of an effective control and audit system	An effective control and audit system that allows timely detection and prevention of financial irregularities, as well as analyzing and evaluating the efficiency of the company's financial resources.
Adequate level of financial literacy among management and employees	Management and employees have a sufficient level of financial literacy, which allows them to identify and analyze financial risks in a timely manner, make decisions on financial transactions, and effectively use financial instruments and technologies.

Table 3. (*Continued*).

Author	Concept content
Adaptability to changes in the market	A flexible and adaptive structure that allows the company to react quickly to changes in market conditions and adjust to new requirements.
Risk management system in place	A risk management system that allows timely identification and assessment of financial risks, develop measures to minimize them and control the implementation of these measures.
Quality of management	Includes effective management of the enterprise, availability of a clear development strategy, personnel motivation system, development of corporate culture and other aspects of management that affect the financial stability of the enterprise.

Source: [9,17,19].

The factors mentioned in the table highlight a strong interaction between the efficient management of financial resources under conditions of financial stability, adaptability to market changes, and the existence of a robust risk management system. These are of paramount importance for maintaining long-term financial stability. Overall, these interdependent factors contribute to reducing financial risks and enhancing the company's competitiveness in the market.

Following the evaluation of the key factors and conditions that ensure the company's financial stability, we agree with the opinion of the authors of the article *The Application of Tools for Assessing the Financial Security of Enterprises*, who state that financial security is a state of the enterprise that:

- Allows one to provide financial balance, stability, solvency and liquidity in the long run;
- Ensures sufficient financial independence;
- Meets the financial needs for sustainable expanded reproduction;
- Means a company is able to withstand existing and potential dangers that can cause financial damage to a company, affect the structure of equity and lead to the liquidation of the company as a result;
- Provides sufficient flexibility in making financial decisions, protecting the financial interests of business enterprise activity with an emphasis on assessing its financial condition [20].

In today's global economy, ensuring a company's financial security is imperative for maintaining long-term economic stability and competitiveness. This requires complex measures, structured along strategic, tactical and operational lines, aimed at protecting the financial resources of the enterprise and ensuring its sustainable development. The following recommendations are formulated in light of the research findings, with the aim of ensuring the financial security of the enterprise in the management tools:

1) Creating an effective financial management system—effective financial management is the foundation of financial security. It involves the development and implementation of a strategic financial security plan, the constant monitoring of key financial indicators, and the optimization of the financial structure of the enterprise by reducing indebtedness and increasing liquidity;

2) Diversification of funding sources—ensuring financial stability requires attracting multiple sources of financing, such as soft loans, issuing bonds or raising equity investment. In addition, the creation of a contingency fund is an essential measure to deal with unforeseen situations;

3) Identifying and managing financial risks—identifying internal and external risks is crucial to prevent financial crises. This requires regular risk analysis, insurance against major financial fluctuations, and the implementation of an internal control system to prevent fraud and financial loss;

4) Optimizing costs—the reduction of non-productive costs and the efficient use of resources are indispensable measures to ensure an optimal level of financial security. Modernization of technological processes also contributes to increased productivity and reduced operational expenses;

5) Developing a solid information base—the implementation of an integrated information system makes it possible to monitor the financial situation in real time and facilitates informed decision-making. At the same time, protection of financial data and trade secrets is essential to prevent vulnerabilities;

6) Improving human resources skills—the quality of human resources plays a central role in ensuring financial security. The organization of training programs for financial and managerial staff, as well as the implementation of a performance reward system, contributes to increased operational efficiency;

7) Compliance with the legal and fiscal framework—constantly monitoring legislative changes and ensuring compliance with tax regulations are essential to avoid penalties and other legal risks;

8) Managing relationships with business partners—an important component of financial security is to check the creditworthiness of customers and business partners before concluding contracts. Diversifying the customer base helps reduce the risks associated with over-reliance on a single partner;

9) Financial planning and forecasting—rigorous short-, medium- and long-term budgeting and alternative scenarios for different economic conditions are essential for anticipating risks and making informed decisions;

10) Implement an internal audit system—a regular internal audit allows deviations from the financial rules to be identified and corrective action to be taken. Based on audit results, solutions can be developed to strengthen financial security and crisis prevention.

The usefulness of these instruments must be ensured by financial preconditions provided by the company in order to emphasize not only the financial stability of the enterprise but also its sustainability. So, the fundamental pillars for ensuring financial security within an enterprise are:

A. Detailed financial analysis of the data furnished by the accounting department;
B. Development and implementation of a financial plan including budget, financial forecast and investment plans;
C. Ensuring and maintaining a stable financial equilibrium based on financial stability indicators;
D. Effective financial risk management;
E. Ensuring access to various sources of financing;
F. Efficient use of the enterprise’s capital.

It is evident that the proposed solutions will not guarantee comprehensive financial security for the company. Nevertheless, they will serve as a fundamental foundation for the identification of measures that will contribute to enhancing financial security.

5. Conclusion

The implementation of an integrated set of strategic and operational solutions ensures an optimal level of financial security, protecting the economic interests of the enterprise and contributing to its long-term stability and growth.

Financial stability and financial security of the enterprise are closely interlinked. Financial stability, which characterizes the coverage by own sources of financing, is a necessary but insufficient condition for ensuring the financial security of the enterprise. In this sense, financial security is ensured not only by maintaining a stable financial position but also by the strategic development of the enterprise and the creation of conditions for the implementation of a financial mechanism capable of adapting to future changes in the internal and external environment.

Therefore, ensuring financial security can only be achieved based on the sustainable financial development of the enterprise, within which the necessary conditions are created for implementing a financial mechanism capable of adapting to changes in both internal and external conditions. In this context, levels of financial stability become particularly significant, as the financial security of the enterprise is not determined by an absolute level but rather by a rational level of financial stability.

Thus, the need for continuous monitoring of financial security arises from the objective necessity for every economic agent to ensure stable operations and achieve the goals set in its activity.

Conflict of interest: The author declares no conflict of interest.

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