

# Strategic Security of the Enterprise: Approaches, Features, Mechanism and Problems of Ensuring

*Natalia Pasmurtseva*

Ural State Economic University, 620144 Yekaterinburg, Russian Federation

**Abstract.** In today's world, with the current geopolitical situation and current trends in the world economy, their ability to ensure their own strategic security is the most important condition for the survival of enterprises. The aim of the study is to formulate the specifics of "strategic security" and to develop a strategic security mechanism for the enterprise in the face of the developing economic crisis. The paper presents the author's definition of "strategic security" and highlights its features. On the basis of the studied models, the main stages of the company's strategic security mechanism are formulated and their characteristics are given. A range of problems to implement the mechanism within the framework of the company's strategy or strategic plan has been defined.

## 1 Introduction

In the context of the growing global crisis and trends caused by the fall in the price of oil, the volatility of the ruble, the devastating impact on the economy of the coronavirus pandemic, Russian enterprises, many of which have not yet recovered from the economic recession of recent years, are again experiencing serious financial and economic difficulties. In this regard, the development of a strategic security mechanism becomes a priority for every Russian enterprise, the implementation of which is necessary for the enterprise for development, maintenance of life, and in some cases for the purpose of survival in the market. The relevance of the research problem is also obvious due to the fact that each individual enterprise, being part of the Russian economic system and ensuring a certain level of competitiveness, has an impact on the competitiveness of the entire national economy, determining the level of national security of the state in the long term. Based on the foregoing, the formation of the strategic security mechanism of the enterprise should be an integral part of its strategy or strategic plan, a tool to minimize threats and determine the possibilities of further existence and development of the enterprise.

## 2 Materials and Methods

The research is related to the study of different approaches to understanding the terms "security," "economic security," "strategic security" of the enterprise and the mechanisms for ensuring its provision. The work of such scientists as: V. Shlykov, E. Oleynikov, V.

Romanyuk, A. Kashin, S. Malamedov, O. Grunin, A. Kozachenko, V. Ponomarev, S. Lekarev, N.S. Bezuglya, G.A. Minayeva, D.V. Troshin are devoted to the economic security of economic subjects. The problems of strategic security and its mechanisms are reflected in the work of modern researchers: K.V. Abaimova, O.K. Dorozhina, L.A. Zaporozhtseva, I.A. Kiselyova, O.A. Lukovkina, O.V. Rybkina, L.T. Trineva, M.A. Shkruk, S.P. Khruleveva, O.O. Shendrikova, M.S. Lutsenko, N.N.

Today, security is one of the key aspects of managing the company, forming its competitive position in the market. The study of various literary sources [1,2,3,4,5,6] allows the author to define the security of the enterprise as a characteristic, reflecting its ability to operate sustainably, sustaining, the state of protection of the interests of the enterprise from real and potential sources of danger and threats. It should be noted, however, that the security of the enterprise is primarily economic in nature and is considered by many researchers as the economic security of the enterprise, which in turn includes financial, personnel, information, organizational, production, legal security and is associated with the company's availability of the appropriate resource potential to achieve its goals and objectives in a certain period of time. At the same time, most often, we are talking about the operational or tactical security of the enterprise.

There are different interpretations of the concept of "strategic security" of the enterprise in the literature. In addition, a number of authors equate strategic security with economic security in the context of its implementation within the framework of a strategic management system or enterprise strategy (Table 1).

**Table 1.** Definition of "strategic security" in modern literary sources

Author	Definition of "strategic security"
O.K. Dorozhkina [7]	The state in which the enterprise corresponds to the full body of ideas about its current situation, the process of eliminating or minimizing the impact of all external and internal threats that can interfere with the implementation of management decisions, distort information about management impacts and response to it, complicate the management control process.
L.A. Shkruruk [4]	A state of security for a functioning enterprise, in which a mechanism to protect against real and potential external and internal threats ensures its permanent sustainable development and achievement of its goals in the long term.
O.A. Rybkina, V.V. Boloznev [8]	The system of preventive measures is implemented through the regular, continuous work of all units of the business subject to verify counterparties, analysis of alleged transactions, examination of documents, implementation of rules of work with confidential information, etc.
K.V. Abaimova [1]	The ability of the enterprise to further development and functioning in the future, is determined by taking into account the level of economic potential of the enterprise, the degree of compliance of the enterprise with the main macroeconomic trends and the absence of symptoms of the strategic crisis.
S.P. Khrustaleva, O.O. Shendrikova, M.S. Lutsenko, N.N. Makarova [9]	A system of targets and strategic vectors to achieve sustainable development goals and create a supportive survival environment.

The lack of conventional approaches to defining the concepts of "economic security" and "strategic security" in relation to the business entity creates difficulties in implementing the security mechanism in the enterprise. However, despite the differences in the interpretation of the terminology used, the importance and relevance of the categories under study for modern enterprises is undeniable.

### 3 Results and Discussions

The study of different approaches to understanding the essence of the strategic security of the enterprise allows the author to highlight some of its features.

1. The key to ensuring the strategic security of the enterprise, according to the author, is the ability to prevent or minimize risks and threats, both from the external environment and in terms of the impact on the enterprise of internal factors. Confirmation of the foregoing is the fact that the Russian Federation's National Security Strategy until 2020 defines national security as "a state of protection of the individual, society and the state from internal and external threats..." where the emphasis is also on the state of the environment that ensures the security of the facility, be it an individual, an enterprise or an entire state of the state [10]. Thus, the study of the environment and protection from the impact of adverse factors becomes an integral part of the formation and ensuring the strategic security of the enterprise.
2. Targeting the company's strategic security for the long term. The first priority of strategic security is to ensure that the company realizes its strategic goals, plans and programs. This means that in all areas of the enterprise's life should be provided with a state of protection for the long term.
3. The strategic security of the enterprise can only be ensured in a company with a well-defined development strategy. At the same time, management should tightly monitor its implementation and include mechanisms for its adjustment in the event of changes in environmental factors. This aspect is important because in practice, often the strategies adopted are not adjusted, the implementation of the strategic goals and objectives are not monitored, and the existence of the enterprise strategy itself is simply forgotten, focusing on operational measures related, first of all, to maintaining the level of current solvency and market survival.
4. The development of the strategy is the first and key step in ensuring the security of the enterprise, and therefore, according to the author, such security can be presented as strategic security of the enterprise.

Thus, strategic security is the ability of the enterprise to meet its strategic objectives, to implement the developed strategic plans and programs within the framework of the current strategy, as well as to minimize the impact of negative environmental factors on the long-term performance of the enterprise.

The scientific literature highlights different approaches to the formation of the strategic security mechanism of the enterprise. Some researchers [7] emphasize the strategic security mechanism model on the need to ensure the security of the enterprise at all levels: operational, tactical and strategic in any time period. Others take an ontological approach to modeling the strategic security of the enterprise [6,11,12]. It should be noted that the majority of modern scientists pay great importance to the information component of the strategic security mechanism of the enterprise. Thus, S.P. Khurstalev O.O. Shendrikova, M.S. Lutsenko, N.N. Makarov, considering the mechanism of strategic planning of the economic security of the enterprise as "... unified system for managing strategic business processes," stresses that "... in the context of digitalization, the mechanism should be based around the global information space, as it is impossible to achieve a long-term level of security without the use of information technology" [9].

The author's study of existing scientific approaches [9, 11, 12, 13, 14] allowed the author to highlight the following main stages of the formation of the strategic security mechanism of the enterprise.

The organizational and analytical stage involves identifying threats and dangers for the enterprise from the external micro-environment and analyzing the impact of

macroeconomic factors on the company's condition. At this stage, strategic security tools and techniques are needed to ensure a sustainable competitive advantage and a long-term competitiveness. At present, uncontrolled threats and force majeure are becoming more and more urgent from the macro-environment of the enterprise (military conflicts, epidemics, falling oil prices and the weakening of the ruble, cyberattacks, terrorism). All these factors periodically manifest themselves in the world economy, and every enterprise should be ready to exacerbate them at any time. In this regard, the enterprise needs to have several scenarios for further action in case of the impact of a factor or their totality. Also at this stage, the strategic security system should be aimed at providing the enterprise with all kinds of resources necessary to achieve the goals and objectives of the enterprise.

The stage of ensuring strategic security in the implementation of the company's strategy. The Strategic Security Mechanism should ensure that the company's strategy or strategic plan is developed and implemented. This means that management decisions in all major areas of the company's life should be implemented. Thus, in the implementation of the company's financial strategy, financial security should be ensured, in the sphere of production - production security, personnel security in the process of implementation of the HR strategy, in turn, means the formation of a team of managers with the necessary competences and psychological readiness to implement the company's strategy. In addition, in the context of the global digitalization of the economy, the need to provide an information security strategy within the framework of the enterprise's strategic security mechanism is of particular importance.

The stage of assessing the level of strategic security of the company. At this stage, the company's strategic security system is monitored and diagnosed on qualitative and quantitative parameters, ensuring the safety of the company's business activities in all its areas. Based on the results of the diagnostics, the measures to implement the strategic security mechanism of the enterprise are adjusted and the tools, methods and approaches to its implementation are analyzed.

Despite the high level of relevance of strategic security issues of modern enterprises, many of them face significant challenges in the development and implementation of the strategic security mechanism. According to the author, the following problems should be identified.

1. Insufficient organizational interaction between implementing the company's functional strategies and ensuring their strategic security. Often, enterprises implement each of the functional strategies separately, as well as the process of implementing a security strategy, in other words, there is a lack of joint work of the relevant units of the enterprise in the implementation of the strategic security mechanism.
2. In the context of global digitalization, the main focus is on the information component of strategic security, while other components are overlooked: human-intellectual, financial and economic, legal, etc.
3. Local regulations governing the implementation of the economic security mechanism in the enterprise are often formal in nature and are not a guide to action in the event of unforeseen circumstances or emergencies.
4. The strategic security models implemented in enterprises, according to the author, do not contribute to improving the socio-psychological climate or the cohesion of the team, but contain mainly punitive measures for non-compliance with the rules or failure to implement certain procedures to ensure the strategic security of the enterprise.

## 4 Conclusions

Modern processes taking place in the economy predetermine high requirements to ensure the strategic security of the enterprise in all areas of its life. The need to implement the strategic security mechanism is dictated by the desire of enterprises to continue their activities in today's difficult economic conditions. Continuity is a very important principle of strategic security. This means that the company should not lose sight of any even the most insignificant, at first glance, factor that could affect the ability of the company to long-term functioning. The author's proposed approach will allow to organize the activities of enterprises to ensure their strategic security, thereby strengthening the overall security of the enterprise. In addition, this approach creates a holistic vision of the formation of a strategic security mechanism, which allows to concentrate all the resources of the enterprise on achieving the long-term goals. The strategic security of the company involves constant monitoring of the internal and external environment, threats and opportunities for the strategic development of the company. It influences its level of competitiveness, being an indicator of the future well-being of the company.

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