



## **Instrumental and Technological Directions to Ensure Economic Security of Enterprise**

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### **ABSTRACT**

The market relations demands from heads of the enterprises not only implementation of process of production of goods (services), but also development of the program of management of economic security, as perspective direction of maintenance of technical and economic efficiency of a production activity of the enterprise. In the context of the analysis of economic security as efficiency parameter, the personnel safety coordinated to organizational culture of the enterprise gain special importance. Here comes to the forefront functions of the personnel responsible for carrying out this work at the enterprise, which is carrying out functions of observance of rules of economic security in interrelation with organizational culture of the enterprise. Weakening practically of any stage of financial and economic activity is reflected in complexity of economic security of the enterprise therefore management of the enterprise are in close interrelation with questions of economic security.

**Keywords:** Economic Security, Organizational Culture, Personalization

**JEL Classifications:** D2, L84

### **1. INTRODUCTION**

For providing economic security and protection of intellectual property (trade secret) at the enterprises, it is offered to enter the strict operating procedure with information and access to it including a complex of the administrative, legal, organizational, technical, social, psychological, and other measures, which are based on precepts of law and on organizational and administrative provisions of the director. Effective providing economic security is possible at obligatory performance of a number of organizational and technological actions:

1. Adoption of complex decisions on production, commercial, financial and regime questions when providing economic security.
2. Implementation of measures of economic security (and other safety) all interested divisions of the enterprise.
3. Implementation of an assessment of information and the objects, which are subject to classification (protection). Development of regime measures prior to carrying out regime works.
4. Personalization of responsibility (including material) heads of all levels and divisions, performers participating in the closed works for ensuring safety of secret and maintenance up to standard the mode of protection of the carried-out works.
5. Formation and inclusion of the updated duties of workers, experts and administration on observance of concrete requirements of the mode in the collective agreement, the contract, the labor agreement, rules of the labor schedule.
6. The organization of the unified office-work, an order of storage, transportation of carriers of a trade secret. Introduction of the corresponding marking of economic documents and other carriers of the closed organizational and economic data.

7. Formation of the list of the persons authorized by the director to classify information and objects containing the data which are a trade secret.
8. Optimum restriction of number of the persons allowed to a trade secret.
9. Existence of a uniform order of access and registration of admissions.
10. Implementation of requirements for ensuring preservation of a trade secret at design and placement of special rooms; in the course of research and development, tests and production of products, sale, advertising, signing of contracts, when carrying out especially important meetings, during use of technical means of processing, storage and information transfer, etc.
11. The organization of interaction with the government bodies of the power having powers on control of certain kinds of activity of the enterprises.
12. Formation of collective of protection, through put and in object the modes.
13. Systematization and planning of development and implementation of measures for protection of a trade secret, systematic control of efficiency of the taken measures.
14. Formation of system of training of performers in rules of ensuring safety of a trade secret.

## 2. THE MAIN PART

At the organization of protection of a trade secret in the course of providing economic security, property and financial values the director operates, first, with economic feasibility. We believe that thus it is necessary to consider two moments:

1. Costs of providing economic security have to be, as a rule, smaller in comparison with possible economic damage
2. The planned measures of economic security promote, as a rule, increase of economic efficiency of business activity.

By authors, it is designated that the central place in the organization of providing economic security of the enterprise is taken by a choice of structure of the service allowing resolving effectively these issues. At the enterprises with an insignificant volume of the data, which are a trade secret and also commodity and money, the director, or in combination the employee appointed by his order having the corresponding experience can exercise control of providing the mode of safety. The security service of the enterprise, as a rule, submits directly to the director and is created by his order, which has to be the structural unit of the enterprise which is directly participating in production and commercial activity. Activity of security service is carried out in interaction with structural divisions of the enterprise.

The structure and states of security service depending on amount of works and features of production and commercial activity are defined by the director and, have to be completed with technical officers - experts of the main profile of work of the enterprise, and the experts having practical experience of information security or work with various groups of people. Only the director makes appointment to the post of the head of the security service of the enterprise, and its release.

The above-named and other requirements bring in the Provision on security service that is developed according to instructions of the director. The optimum structure of security service can be certain in the analysis of all functions of providing economic security and allocation from all complexes of who most adequately correspond to production and commercial activity of the enterprise (Huang and Yu, 2011; Gluschenko, 2009).

For performance of this stage of works, we will give the most complete set of the functions which are carried out with involvement of specialists of the enterprise by services of economic security.

Functions on ensuring protection of property of the enterprise (taking into account its features and vulnerability).

1. Definition of system of protection of the enterprise, dislocation of posts, means of TSO, fire-prevention automatic equipment, communication.
2. Allocation of rooms (sites) where inventory items (money) and implementation through heads of the relevant divisions of measures for increase of reliability of their physical protection are stored.
3. Definition of sites, vulnerable in the fire and explosion relation, which exit, of their system can cause serious damage to the enterprise and development of measures for neutralization of threats.
4. Definition of processing equipment, which exit, of their system can lead to big economic losses, and development of measures for neutralization of threats.
5. Definition of weak spots in technology of a production cycle unauthorized change in which can lead to loss of quality of products and cause material damage, and acceptance of the appropriate measures.
6. Development, commissioning and maintenance in the protected territory in the access and object control (an order, time of the admission of workers, visitors on the enterprise territory, including in holidays; order of import (import) or carrying out (bringing) of material values, finished goods, materials, etc.; location and number of control passes and drives; rooms and divisions, access where it is limited; system of admissions and documentation).
7. Development of the documents regulating the administrative legal basis of activities for protection of property of the enterprise (regulations on protection; the instruction about the order of ensuring safety of material and documentary values of the enterprise; the instruction about the access and inside control).
8. Finishing requirements (the corresponding amendments) concerning protection, the throughput and inside modes to the staff of the enterprise.
9. Control of execution and analysis of the reliability status of storage of material values, protection, throughput and inside modes.
10. Carrying out office investigations on the facts of violation of the operating procedure with property.
11. The organization of interaction with federal security service and law-enforcement bodies on ensuring economic safety of the enterprise (taking into account competence of these bodies).

Functions on safety of the personnel of the enterprise (Kashcheeva, 2013):

1. Development of measures of ensuring physical protection of the personnel; organization of protection (bodyguard, protection of vehicles), throughput and inside modes; establishments of the corresponding order of acceptance of visitors, works of administrative assistants, etc.
2. Providing the personnel with means of technical protection against unauthorized penetration into rooms (offices), in cars, on parking, to the apartment for fixing of attempts of criminal acts (installation of tape recorders, movie cameras), for the hidden communication of the head with protection of the enterprise.
3. Determination of the list of the information which is not subject to disclosure (not entering the trade secret) to strangers.
4. Collecting by security service of information on signs, characteristic for specific types of threats to the personnel (employees).
5. Ensuring control of carrying out the repair, scheduled maintenance which is carried out by third parties at the enterprise (if necessary special examinations after completion of works of these rooms, cars, devices, devices are conducted).
6. Preparation of the personnel for actions in extreme situations (development of skills of the assessment of information, the relevant standards of behavior and decision making).
7. Personnel training and members of their families to identification of the signs indicating preparation of the actions directed against them.
8. Legal personnel training: Legal opportunities of protection against the criminal (regulation of necessary defense, emergency).
9. Establishment and maintenance of practical forms of interaction of security service with law enforcement agencies on safety of the personnel (at data acquisition about the illegal actions preparing, taking place concerning the personnel raising the questions of ensuring economic safety of the enterprise, etc.).

Information support of activity of the enterprise:

1. Legally competent and economically safe information service of activity of the enterprise in the market of labor power, interaction with the public and the seal.
2. The ensuring reliability of cooperative communications excluding both unilateral dependence, and business contacts with unfair business partners and intermediaries.
3. Participation in preparation and holding the special information events increasing reputation of firm in the opinion of partners, the public, authorities (including concerning Saturday in forming at the belief environment in force and efficiency of its activities for protection).
4. Together with other divisions of the enterprise obtaining in the analytical way of information on competitors concerning possible preparation and carrying out by them the actions classified as unfair competition, and development of measures for their neutralization.
5. Planning of organizational measures of collecting, information assessment in interests of ensuring stable and effective activity of the enterprise (the list of questions on which collection

of information, who how and when brings together her is necessary).

6. Development of measures for accumulation, storage, use, the accelerated bringing to contractors of valuable information, including the classified documents and data.
7. Information support of activities of security service for data acquisition about the preparing infringement of interests of the enterprise.
8. Obtaining and synthesis of open publications concerning ensuring economic safety of the enterprises and development on their basis of offers.

Having chosen from the provided list of function which accomplishment would provide reliable protection of the enterprise (firm), the head defines structure and quantitative structure of security service. At optimum structure of security service her workers shall block all functions assigned to this division. The director can grant to security service the following rights:

- Make offers on prohibition of works with the documents leaving the trade secret and also on change of the order of storage or transportation of goods of other values at identification of violations which could entail causing economic damage.
- Control the state and reliability of protection of the closed works and property, money with involvement of specialists of the enterprise.
- Leave with the petition for discharge of specific contractors of the enterprise from conducting the closed works, negotiations with other firms, transportation, storage, protection of property property.
- Approve the actions developed by divisions of the enterprise for the purpose of ensuring economic safety.
- Give within the competence to heads of divisions and contractors obligatory recommendations for execution; provide concerning ensuring economic safety of the enterprise training and instructing of employees.
- By order of the director of the enterprise to take part or conduct independently investigation of the facts of disclosure of the trade secret, loss of documents and products, plunders of goods, other values, and also gross violations of the set mode of economic safety of the enterprise.

Decisions and organizational and administrative documents concerning the relation of security service with other divisions of the enterprise if necessary are processed by orders of the director. All staff of the enterprise shall know about availability of such division and its powers. It is explained first of all by that even the employee of the enterprise who is not working with the trade secret can become the creator of the most valuable information demanding immediate protection.

The above-named and other requirements bring in Regulations on security service which are developed according to instructions of the director. At accomplishment of the tasks assigned to security service her employees use different forms and methods in the work: The edition of organizational and administrative and methodical documentation, carrying out in divisions of the enterprise of complex and target checks, hearing of messages of heads of the

appropriate level on the condition of the mode in division, different forms and methods of scheduled maintenance, etc.

It is necessary for the head of security regularly, in fixed terms to report in the work to the director.

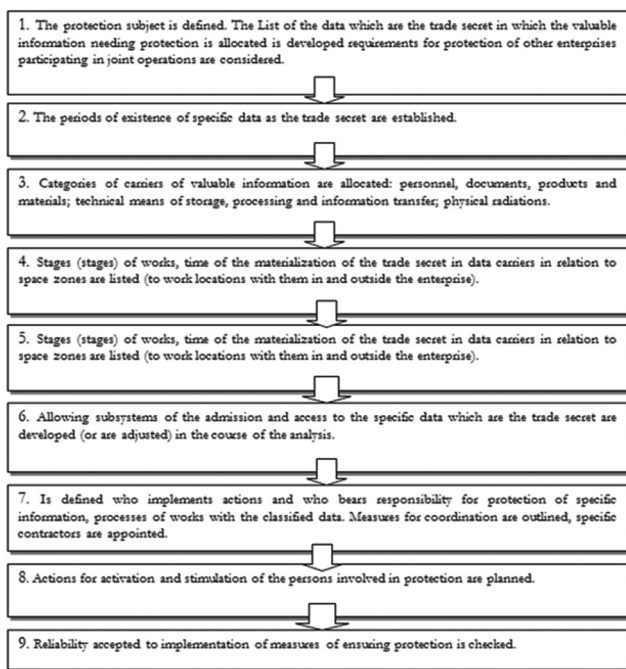
Starting development of the system of measures for ensuring protection of economic safety of the enterprise, his head (or the head of the security service) shall receive answers to the following questions:

- What it is specifically necessary to protect (to protect), from whom and when?
- Who will organize and provides protection (protection)?
- How to estimate efficiency and sufficiency of protection (protection)?

For the illustration we will consider stages of the organization of system of protection of the trade secret which are provided in Figure 1.

As appears from Figure 1, the system of protection of the trade secret consists of 9 stages of work, each stage is followed by practical practices (Sciascia et al., 2015; Finaev Valery et al., 2015). For example, the 4<sup>th</sup> stage at which stages (stages) of works are listed, time of the materialization of the trade secret in data carriers in relation to space zones (to work locations with them in and outside the enterprise) may contain reports of Research and Development on workplaces of contractors; the magazine of results of tests of the product at the test bench; the agreement signed abroad; performances of participants of reporting meetings in specific offices; reproduction of the classified documents on the multiplying site; the samples of products which are shown at exhibitions, etc.

**Figure 1:** Stages of the organization of protection of the trade secret when ensuring economic safety of the enterprise



The analysis of the condition of efficiency of economic safety includes:

- Studying and assessment of the actual state.
- Identification of shortcomings and violations of the mode which can lead to loss of physical carriers of secret (valuable property) or disclosure of the trade secret.
- Establishment of the reasons and conditions of the revealed shortcomings and violations.
- Development of the provisions directed on remedial action and prevention of violations.

Can be objects of the analysis and control depending on objectives:

- Observance of regulations, rules of storage and protection in rooms, the specialist storages, on workplaces.
- Accounting and providing the personal liability for accomplishment of this function.
- Observance of the order of storage, accounting and destruction.
- Observance of requirements of the order of the address.
- Measures for prevention of unauthorized carrying out of KT carriers for the enterprise territory.
- Observance of the mode and protection when transporting, mailing, delivery.
- The organization of access for the invited, sent, invited persons to information of the enterprise.

Organization of carrying out meetings, exhibitions, negotiations, etc.;

- Level of knowledge of requirements of the mode of the persons allowed to the closed works and documents.
- Degree of security of security service with reliable storages, the locking devices, means of sealing up.
- Level of security of employees with the corresponding workplaces for work with carriers of secrets.
- Condition of the access and internal control in buildings, rooms, in general at the enterprise.
- The mechanism of distribution of carriers of the trade secret on levels of execution and management.
- Justification of access to different types of carriers of specific employee groups.
- Order of the handling of carriers on workplaces.
- Order of use of means of obtaining, processing, storage, display, information transfer.
- Order of the exchange of data in the enterprise and with external partners.
- Timeliness and correctness of classification and disclosure of data.
- Organization and holding exhibitions, conferences, symposiums, etc.
- Quality of development of organizational and methodical documents, accomplishment of work plans and special events for information security.
- Level and completeness of fulfillment of requirements of the management of the enterprise.
- Condition of scheduled maintenance with employees.
- Level of organizational and methodical ensuring interaction between divisions.
- Time of search and bringing information to contractors.

The analysis includes modeling of different channels of information leakage, possible acceptances and methods of unauthorized receipt of the classified information.

Overseas enterprises carry to number of the most probable channels of leakage of the classified information: Activity, joint with other enterprises, participation in negotiations; dummy requests from outside about opportunity to work at the enterprise at different positions; excursions and visits of the enterprise; messages of sales representatives of the enterprise on product characteristics; excessive advertising; deliveries of suppliers (Kobersy et al., 2015); consultations of specialists from outside which as a result of it get access to installations and documents of the enterprise; publications in seals and performances; meetings, conferences, symposiums, etc.; talk in non-working rooms; the offended staff of the enterprise.

In dissertation research it is allocated that the security service in the course of the organization of protection of the trade secret needs to consider the following possible methods and methods of collection of information:

- Employee survey of the studied firm at personal meeting (Williams, 2013; Kitov, 2009).
- Imposing of discussions on the interesting problems.
- Mailing in addresses of the enterprises and certain employees of questionnaires and questionnaires.
- Conducting private correspondence of scientific centers and scientists with specialists.

For collecting of data in the row the case representatives of competitors can use negotiations on determination of perspectives of cooperation, creation of joint ventures. Availability of such form of cooperation as accomplishment of the joint programs providing direct participation of representatives of other organizations in work with documents, visit of workplaces expands opportunities for copying from documents, collecting of different samples of materials, tests, etc. Thus taking into account practice of the developed countries economic rivals can resort, including to illegal actions, industrial espionage.

Use of the following methods of getting of information is most probable: Visual supervision; interception; technical supervision; direct poll, ferreting out; acquaintance with materials, documents, products, etc.; collecting of open documents and other sources of information; plunder of documents and other sources of information; studying of the set of the sources of information containing in parts necessary data.

Analytical researches, modeling of probable threats allow to plan if necessary additional measures of ensuring economic safety. Thus it is necessary to estimate probability of their accomplishment, availability of methodical material, material security, readiness of security service and the personnel them to execute. When planning the shortcomings of ensuring safety of the trade secret taking place at the enterprise is considered.

The organization of system of protection fits into the social and psychological situation of the enterprise. With respect thereto

accounting of the basic taking place in it and expected changes is extremely important.

The concept “economic safety” fixes that safety management shall represent one organizational administrative system, and the concept “safety of activity” - that really there is the set of the autonomous systems imposed at each other making together the whole.

Therefore in real situations requirements of regulating documents cannot be fulfilled. From here also there is the need of management when reliability whole shall be provided at unreliable elements, i.e., such technicians of work who give the chance to compensate inevitably arising deviations are applied.

Value of communicative communications and strategy in, that from those processes which in the scheme of gaps and trends seven, to find in each case that in which language the solution of the task and by that - the influence compensating the deviation is possible.

Theoretical basis of socio-humanistic technology of management of economic safety is the management concept development developed in technology of management of risks at all levels of sociotechnical system, its inclusion in organization culture of the enterprise, integration into more general institutional systems of regulation.

Management of risks shall enter the employee development program, the companies, the enterprises, is mastered by the personnel as modern managerial competence by means of the trainings directed on maintenance of readiness of the personnel for actions in the conditions of risks and completion of the deficit of the managerial position which arose at the previous stage of development of the Russian economy.

The developed technology is complex since includes:

1. Institutional and legal conditions
2. Motivational contour
3. The communicative channels and strategy considering formal and informal interactions
4. Safety economy
5. Personnel technologies.

The institutional and legal analysis includes:

- The system theoretical and normative and legal analysis of the number of the industries of the current legislation of Russia (labor, administrative, criminal law) in the context of legal support of economic safety.
- Research of interrelation of organizational and managerial, technical, legal means of increase of level of economic safety.
- Complex research of the reasons and conditions of violations of the mode of economic safety at the enterprises, including research of social and legal bases of the interconnected “subsystems” - technology safety, economic safety, safety of life and health of the personnel, ecological, fire-prevention, criminological, psychological.
- Development of the system of the measures ensuring economic safety of production, the labor activity at the enterprises.

Revealing institutional and legal problems of development of tools in this context, it should be noted the following:

- Systematization of the legal acts of the federal, regional and local level devoted to economic safety is not complete.
- Legal, special and criminological and anti-delinquent measures are insufficiently used.
- Legal “resources” of identification of motives of the “breaking” behavior are not considered, both from workers, and from management of the enterprise.
- The legal institutions of the regional level acting as the component of system of the right and the legislation of the Russian Federation shall bring the important contribution to ensuring economic safety and labor safety.

The analysis of foreign literature on this subject shows that the most priority at the present stage is the concept of the integrated approach which is put forward by the Australian researchers (Australian Experience of the Integrated Approach to the Problem Resolution of Safety, 2007), and based on behavioristic approach (but not Systematic-activity, as in our case).

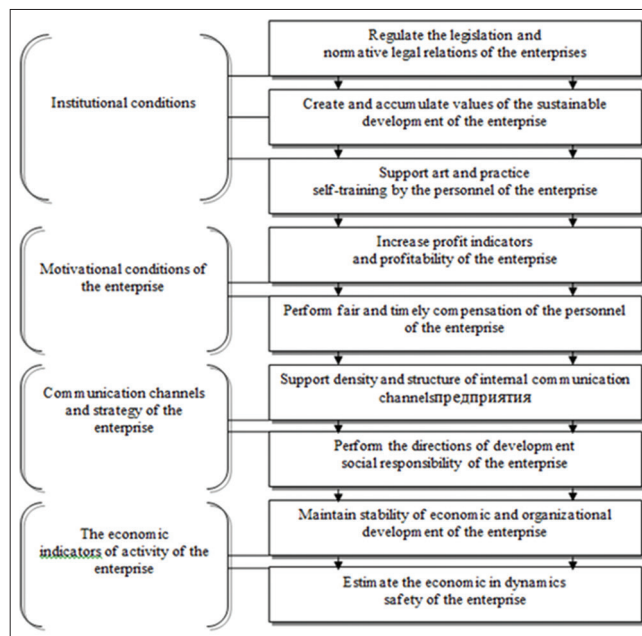
In our opinion, in the course of development of the system of economic safety of the enterprise it is reasonable to use also the method of interdisciplinary synthesis developed by Schedrovitsky (Mayer et al., 2015; Management of Risk in Mining Industry: Foreign Experience, 2008; Schedrovitsky, 1995), which is used for systematization and the soorganization of knowledge for the purpose of creation of the multilateral theoretical picture of the studied object. In connection therewith - “managements of economic safety of activity at the enterprise” can be allocated with method in system of the scientific subject the following units (Safullin and Salahieva, 2015):

1. The facts received during the analysis of the situation
2. Thesaurus (keywords)
3. Techniques of sociological researches
4. Onto-logic schemes of activity
5. Models of the motivational contour and communication channels
6. The knowledge gained during sociological researches and the analysis of literature
7. Problems and problems of scientific research.

On the basis of structural model actually theoretical knowledge synthesizing the set of initial separate knowledge of object shall be gained. And further theoretical knowledge shall be used in the relation to the set of the objects of practice differing among themselves (Lee, 2014). The theoretical knowledge postponed for objects of practical operating will be transformed to new structures - practical knowledge, and then - to technologies. Technologies of management of economic safety are built on the basis of the flowchart of process acting as the program regulating activity of the researcher (Figure 2).

Let’s consider the above on the example of the enterprise of JSC Starched Plant Gulkevichsky of Krasnodar Krai, we investigate methods of management of economic safety of the enterprise (Kobersy et al., 2015), their communication with organization culture which rely on style and the principles of the management,

**Figure 2:** Flowchart of process of management of economic safety of the enterprise



and also motivation of employees, in unity with strategy of cost reduction and building of the income. Characterizing management style and methods, it is possible to allocate:

- System goal setting and tasks
- control and monitoring of their accomplishment
- Effective group and personal communications
- Strategic and operational planning (Besser and Miller, 2011)
- Regulation and optimization of business processes
- Transparent system of the management reporting
- End-to-end budgeting of all processes
- Marginal approach in efficiency evaluation of the range, production sites, projects, etc.

One of the main objectives of the head at the studied enterprise is personnel development, identification of creative and professional potential. One of the most productive methods of personnel development, in our opinion, is:

1. Internal coaching
2. Authority delegation through development of new skills
3. Solution of new project tasks
4. Motivation.

This management system is under construction on reliance principles, mutual respect, responsibility and commitment and allows to reach real loyalty and commitment of team and respectively growth of its efficiency and productivity. The daily management reporting on control points on all business processes is implemented, beginning from purchase of raw materials, production, logistics, investments and finishing with sale, cash flow. Through trends and their gaps in the permanent mode deviations from the budget, the business plan, and strategy are traced. In total with end-to-end budgeting and managerial accounting operational or strategic management decisions on cost reduction, growth of the income are made, action plans are adjusted.

Depending on categories of the personnel motivation models are developed. Among methods: The price-work and administrative award, the project bonus, the KPI bonus, systems of awarding for rationalization proposals, etc. The mandatory requirement - transparency of calculations for the personnel and honesty in relation to the personnel in calculations and payments. In particular, for production changes charts on accomplishment of the plan of production are weekly hung out, showing the expected bonus level on the trend depending on the current situation and the forecast until the end of the month. On these charts the worker also sees how change (the element of the forgotten socialist competition) since already many workers well understand coefficients, trends, schedules of performance, factors influencing their income fulfilled him - the trust so gradually forms.

### 3. CONCLUSION

Thus, the socio-humanistic approach which is using results of synthesis of social and humanitarian knowledge - the scheme of gaps and trends, ontologically proving and explaining the existing various knowledge of object - management of economic safety - shall open the way to identification of the valid structure of object. The structural model necessary for management practice by development cannot be constructed on the basis of any one of the existing description levels as economic safety represents difficult multidimensional object which is not limited, for example, to processes of organizational development of the industry, the companies or the enterprises.

Summing up the results, we will note that the instrument-technology directions of ensuring economic safety of the enterprise, including system of the organization of protection of the trade secret, include the complex of the measures which are in advance developed for the certain term covering set of all types of activity directed on improvement of ensuring safety of information taking into account changes of external and internal conditions and ordering to particular persons or divisions of the enterprise, the certain operations procedure.

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