

ЕКОНОМІКА ТА УПРАВЛІННЯ НАЦІОНАЛЬНИМ ГОСПОДАРСТВОМ

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Ye. M. Rudnichenko, Doctor of Economics,
Associate Professor,
N. I. Havlovska, Doctor of Economics,
Associate Professor,
S. Y. Yadukha, Candidate of Economic
Sciences

Є. М. Рудніченко, д. е. н.,
доцент,
Н. І. Гавловська, д. е. н.,
доцент,
С. Й. Ядуха, к. е. н.

**IMPLEMENTATION OF MANAGERIAL
INNOVATIONS IN THE SYSTEM
OF PROVIDING ECONOMIC SECURITY
FOR SUBJECTS OF FOREIGN ECONOMIC
ACTIVITY**

**РЕАЛІЗАЦІЯ УПРАВЛІНСЬКИХ ІННОВАЦІЙ
В СИСТЕМІ ЗАБЕЗПЕЧЕННЯ ЕКОНОМІЧНОЇ
БЕЗПЕКИ СУБ'ЄКТІВ
ЗОВНІШНЬОЕКОНОМІЧНОЇ ДІЯЛЬНОСТІ**

Urgency of the research. The activation of transformational processes in foreign economic relations and the need to find new markets for the sales of Ukrainian industrial enterprises will determine the urgency of developing new approaches to ensuring their economic security through the use of innovative management tools and techniques.

Target setting. Standardized approaches to the consideration of managerial innovations do not meet the modern requirements of flexible management of enterprises, which causes the need for innovative changes in the management system of enterprises of various fields, which should focus on the practical implementation of the basic provisions of economic security of economic entities.

Actual scientific researches and issues analysis. Such scientists as Yu. Pohorelov, A. Varela-Vaca, R. Gasca, K. Judith and others, made a significant contribution to the study of the theory and methodology of economic security of economic entities.

Uninvestigated parts of general matters defining. At the same time, the lack of scientific papers highlights the peculiarities of the introduction of a safe-oriented management of foreign economic entities. Innovative managerial approaches to the direct implementation of security-oriented management are required.

The research objective. Formation of a driver for the implementation of security-oriented management of foreign economic activity of enterprises, as managerial innovation and formalization of the process of its implementation.

The statement of basic materials. The selection of the driver for the implementation of security-oriented management is proposed and the specificity of its formation within the three areas of management - security-oriented, risk-oriented and traditional (bureaucratic) approaches is grounded.

Conclusions. Innovation in management should maintain the flexibility and efficiency of the management system both as a whole and its components, accordingly, the formalization of the implementation process of safe-oriented management of foreign economic activities of enterprises will be carried out at the expense of appropriate management decisions within the main process-functional elements.

Keywords: managerial innovations; foreign economic activity; security-oriented enterprise management; management mix; driver.

Актуальність теми дослідження. Активізація трансформаційних процесів у зовнішньоекономічних відносинах і необхідність пошуку нових ринків збуту продукції українських промислових підприємств обумовлюють актуальність формування нових підходів до забезпечення їх економічної безпеки за рахунок застосування інноваційних управлінських інструментів та методик.

Постановка проблеми. Стандартизовані підходи до розгляду управлінських інновацій не відповідають сучасним вимогам гнучкого управління підприємствами, що обумовлює потребу в інноваційних змінах системи управління підприємствами різних сфер, які повинні орієнтуватись на практичну реалізацію основних положень економічної безпеки суб'єктів господарювання.

Аналіз останніх досліджень і публікацій. Значний внесок у дослідження теорії та методології економічної безпеки суб'єктів господарювання зробили такі вчені, як: Ю. Погорелов, А. Варела-Вака, Р. Гаска, К. Джудит та інші.

Виділення недосліджених частин загальної проблеми. У той же час недостатньо наукових праць висвітлюють особливості впровадження безпекоорієнтованого управління суб'єктами зовнішньоекономічної діяльності. Потребують дослідження інноваційні управлінські підходи до безпосередньої реалізації безпекоорієнтованого управління.

Постановка завдання. Формування драйверу реалізації безпекоорієнтованого управління зовнішньоекономічною діяльністю підприємств, як управлінської інновації та формалізація процесу його впровадження.

Виклад основного матеріалу. Запропоновано виділення драйверу реалізації безпекоорієнтованого управління та обґрунтовано специфіку його формування у межах трьох сфер управління – безпекоорієнтованого, ризикоорієнтованого та традиційних (бюрократичних) підходів.

Висновки. Інновації в управлінні повинні підтримувати гнучкість та оперативність управлінської системи в цілому, так і її складових, відповідно формалізація процесу впровадження безпекоорієнтованого управління зовнішньоекономічною діяльністю підприємств буде здійснювалась за рахунок відповідних управлінських рішень у межах основних процесно-функціональних елементів.

Ключові слова: управлінські інновації; зовнішньоекономічна діяльність; безпекоорієнтоване управління підприємством; управлінський мікс; драйвер.

ЕКОНОМІКА ТА УПРАВЛІННЯ НАЦІОНАЛЬНИМ ГОСПОДАРСТВОМ

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Urgency of the research. Transformation of socio-economic processes taking place in most countries of the world necessitates the formation of innovative approaches to the management of enterprises - subjects of foreign economic activity (SFEA). This position is based on the importance of ensuring the economic security of enterprises in the conditions of growing turbulence of the external environment of their functioning, which is an extremely important component of the development of relations with foreign partners for domestic subjects of foreign economic activity.

Target setting. Standardized approaches to the consideration of innovations from the position of a purely technological approach do not meet the actual requirements of flexible management of enterprises, which causes the need for innovative changes in the management system of enterprises in various fields, which should focus on the practical implementation of the basic provisions of economic security of economic entities.

In the field of management of foreign economic activities of domestic enterprises, innovation should identify a security-oriented approach, because it changes the management priorities and the general vision of the management process in the enterprise.

Actual scientific researches and issues analysis. In modern security studies such scholars as Yu. Pohorelov [1], A. Varela-Vaca, R. Gasca [2], K. Judith [3] and others more often consider a security-oriented approach or its elements in the general control system of the enterprise and its economic security, in particular. However, this is where the new problems arise, since the provision of economic security may conflict with the objectives of increasing economic efficiency (that is, the task of ensuring profit and profitability of the enterprise as a whole and certain types of its activities), although most of the innovations (including management) are facing a certain level of resistance to existing systems.

Uninvestigated parts of general matters defining. It should be noted that in studies on economic security, the peculiarities of the implementation of the security-oriented management of the subjects of foreign economic activity are not adequately highlighted. Accordingly, innovative management approaches to the direct implementation of security-oriented management are needed.

The research objective. The main task of the research is to create a driver for the implementation of a security-oriented management of foreign economic activity of enterprises, as managerial innovation and substantiation of expediency of its use by domestic enterprises - subjects of foreign economic activity, taking into account the risk-oriented and traditional approach to enterprise management with the formation of innovation management mix.

The statement of basic materials. The focus on managerial innovations in the field of economic security of foreign economic activity of domestic enterprises causes significant changes in the functioning conditions of such enterprises and their importance for the national economy. Loss of traditional markets and business partners in many sectors of the economy initiated not only the change of "international benchmarks" in cooperation, but also the formation of the need to improve the existing management system. Confirmation of the above hypothesis is the dynamics of foreign trade in goods and services with countries from major integration associations (Tab. 1).

Table 1

Foreign trade volume indicators of Ukraine in goods and services with countries from major integration associations (millions of US dollars)

	EU countries			CIS countries			Other countries of the world		
	Export	Imports	Balance	Export	Imports	Balance	Export	Imports	Balance
2012	20688,1	29675,1	-8987,0	30722,4	35556,1	-4833,7	29485,3	24543,4	4941,9
2013	20159,0	30969,6	-10810,6	27362,2	29207,2	-1845,0	27311,1	23169,7	4141,4
2014	20383,0	24207,6	-3824,6	18890,8	18441,2	449,6	24833,0	18101,8	6731,2
2015	15339,5	18075,9	-2736,4	11335,9	11267,8	68,1	20128,8	13632,3	6496,5
2016	15781,9	19471,2	-3689,3	9665,6	9387,5	278,1	19437,9	15689,4	3748,5

Source: on the basis of [4, p. 12; 5, p. 12]

Listed in Tab. 1 data indicate a general decline in export-import operations, especially in 2015 and 2016. It is especially clearly evident in foreign economic activity with the CIS countries, which is

ЕКОНОМІКА ТА УПРАВЛІННЯ НАЦІОНАЛЬНИМ ГОСПОДАРСТВОМ

caused by military actions in the East of the country and the severance of most economic ties with Russia. Although there is no significant recovery in the field of foreign economic activity with the EU countries. It testifies to the expediency of implementing innovative approaches in the field of management of foreign economic activity and economic security of economic entities, one of which is a security-oriented management considering traditional managerial methods, approaches and the tendency of risk management (risk-oriented management).

In general, speaking about the conceptualization of security-oriented management in the research of scientists of various fields and branches, it is advisable to mention the following. Zachko O. [6] in her thesis noted that the safe-oriented methodology of project and program management is an effective mechanism for managing the reformation and development of existing organizational and technical systems in the conditions of resource constraints, where the author basing on the review of literary sources, determined that current trends in the development of the theory of project management indicate a gradual transition from management based on economic indicators to management based on values ones, indicators of safety and social effect. [6]. The above shows the interdisciplinary and cross-sectoral actuality of security-oriented management and the active search for new approaches by researchers to ensure enterprise security and its development.

The author's position on the interpretation of a safe-oriented approach to enterprise management is that it is aimed at achieving the desired state of security and effective (profitable) activity of the enterprise in the presence of the negative impact of external and internal environment, which is ensured by the adoption of management decisions by different levels of management. The main elements of the security-oriented management of foreign economic activity of enterprises are presented in detail in [7], but the question of implementing the proposed approach in the enterprise management system and the specifics of the process are not sufficiently detailed and require further research.

Since the objects of the security-oriented management of foreign economic activity are economic security and foreign economic activity of the enterprise, and the subjects of management are the management of the enterprise, the employees of the department of foreign economic activity and services of economic security, the decision-making process concerning the economic security of the enterprise and its foreign economic activity, heterogeneous versatile impact is carried out.

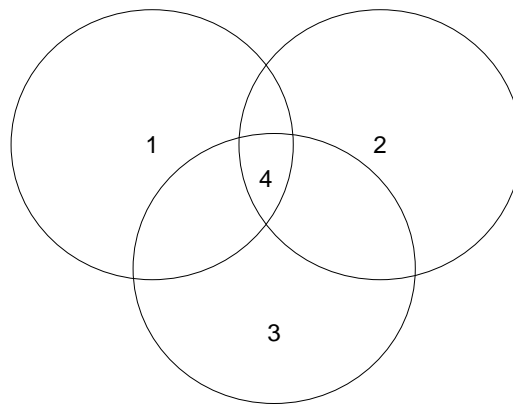
While determining the managerial influence within such an object of management as the economic security of the enterprise, the decision-making takes place in accordance with actual and potential risks and threats of the enterprise's activity (observance of the safety criterion), ensuring the profitability of the enterprise taking into account the negative impact of the environment (observance of the profitability criterion) and the optimal balance between the state of safety and the profit from activity (balance) is implemented.

Foreign economic activity, as an object of management, also presupposes compliance with the safety criterion, which is realized through choosing the foreign markets and counterparties, and the criterion of profitability - by securing access to foreign markets in order to maximize profits.

The subjects of management involved in ensuring the economic security of the enterprise and the organization of foreign economic activity directly form the management influence on the criteria under study, which manifests itself in determining the structural unit and responsible persons in ensuring economic security and stimulating employees with a focus on the maximum financial performance of the enterprise.

Theoretically everything is clear, however, as well as any innovation (especially managerial), a security-oriented approach can face a significant organizational impediment that is not only caused by the reluctance of changes in the existing system and the additional division of responsibilities, but also the specifics of managerial processes and the inclination of management to risk. The driver for implementing such managerial innovation will be within the three areas - security-oriented management, risk-based management, and traditional (bureaucratic) management approaches (Fig. 1).

ЕКОНОМІКА ТА УПРАВЛІННЯ НАЦІОНАЛЬНИМ ГОСПОДАРСТВОМ



- 1 – Security-oriented management
 2 – Risk-oriented management
 3 – Traditional (bureaucratic) managerial approaches
 4 - The plane of forming a driver for the implementation of security-oriented management

Fig. 1. Detection of the plane of forming a driver for the implementation of security-oriented management in the existing management system

For the majority of domestic enterprises (especially of state ownership) the most common is the traditional approach to management with strict regulation of processes and an attempt to minimize risks. It is characterized by administrative methods and a clear hierarchy of decision making, which in a dynamic environment forms a "time gap" between events and management responses, and therefore the flexibility and efficiency of managerial processes is lost.

A risk-oriented approach has a strong "behavioral" component and is used by risk management companies. The benefits of such an approach are the speed of response to potential hazards and threats and the prevention of risks arising from the adoption of management decisions, taking into account existing threats and available alternatives to minimize them. An interesting point is given in the SSTU 150 9001:2015 standard concerning risk-oriented thinking and reaction to changes in the environment of the organization's functioning [8]. This exact way of thinking is the basis of risk-oriented management and involves the use of existing capabilities and the prevention of undesirable results, and economic-mathematical methods and scenario forecasting are the main tools of this approach. However, the concentration of the above-mentioned managerial approach in highly specialized problems does not allow providing comprehensive security and profitability of the enterprises as a whole.

That is why in order to solve this problem, it is necessary to introduce security-oriented management into practice. We emphasize that the safety-oriented approach is practically non-widespread and is innovative in the field of FEA management and involves a certain balancing of safety and benefit criteria. Each of these approaches is characterized by the use of appropriate management tools, but the driver for implementing security-oriented management will not be a separate element or tool, and their respective set is a kind of management mix.

In general, it is important to note the fact of the existence of a certain management mix, but for a security-oriented management, such a mix may have differences, since not all instruments can provide a certain level of security and are oriented towards it. In the field of foreign economic activity to ensure the implementation of security-oriented management, it is advisable to use SWOT-analysis, game theory and specific tools (obtaining the status of authorized economic operator, risk insurance in the field of foreign economic activity, the duty of customs brokers directly by specialists of the enterprise, forming a profile of the estimation of the potential counterparty).

A purely instrumental management approach does not bring in significant results, although it is a compulsory element of governance. Behavioral aspects are more important than instrumental ones

ЕКОНОМІКА ТА УПРАВЛІННЯ НАЦІОНАЛЬНИМ ГОСПОДАРСТВОМ

when implementing innovations. This is caused by different systems of values and beliefs of people involved in managing innovation and change-related behavior. Considering the possibility of innovations, managers subconsciously operate their own previous experience and formulate solutions according to the positive facts that took place in the management. Therefore, the universalization of tools is a false way of introducing innovations (including a security-oriented approach). In most cases, you need a driver that will run the necessary mechanisms and generate the system performance. A driver is defined in some medium (plane) and is implemented in practice at the expense of a certain set of tools, which from the management point of view (their subjective experience) are most appropriate at a specific time point. Effectiveness of management innovation is difficult to identify because of the immediate results delay of its influence on the management system as a whole. At the same time, a security-oriented approach in the field of foreign economic activity will be assessed from the point of view of compliance with the expectations of management and from the standpoint of the result obtained from foreign economic activity. And if the contractor's choice in foreign markets with the maximum level of security and the level of profitability of operations will have an effect in the short term, then the prevention of risks and threats (for example, fines and overdue receivables) may not lead to significant financial revenues, and calculate the loss objectively will be difficult. Therefore, the understanding of the necessity and timeliness of innovative management approaches, which must be in line with the most urgent tendencies in the world development and national economies and to be in the mainstream of economic research, is a priority of the top managers who form the general vision of the company's development.

The security-oriented management of FEA enterprises must necessarily take into account the impact of internal and external environments. At the same time, the external environment affects global strategic objectives and forms a number of hazards, threats and risks that are difficult to influence requiring managerial responses. And the internal environment is more controlled and causes the possibility of process-functional filling of the main components of security-oriented management (Tab. 2), based on own resources dedicated and on actual needs.

Table 2

Process-functional filling of the basic components of the security-oriented management of Foreign Economic Activity Enterprises

Element	Filling
Organizational bloc	
Purpose	Economic security in the field of foreign economic activity Minimizing the negative effects of hazards, threats and risks Improvement of the common enterprise management system
Strategy	Ensuring development of the enterprise through entering new markets and obtaining stable income from foreign economic activity with a sufficient level of security
Subjects of management of foreign economic activity and economic security	Allocation of powers and specification of goals Determination of permissible limits for the adoption of management decisions based on established criteria (quantity, cost or other) Identification of responsible persons within the structural subdivisions and persons responsible for providing analytical information
Formation of a safe-oriented management driver of foreign economic activity	Determination of the instrumental support elements of the security-oriented management conducting processes Identifying tools key users and assign responsibilities in the process of their use
Function block	
Markets selection	Market valuation by the availability criterion Market valuation by the security criterion Market valuation by the profitability criterion
Counterparties selection	Estimation of the business reputation of a potential counterparty Assessing the risk of cooperation with a potential counterpart Comparison of costs and benefits from cooperation with a potential counterpart Readiness diagnosis for cooperation
Accounting and control of foreign economic operations and settlements	Formation of transactions analytical accounting by individual markets and counteragents Fulfillment of contracts and obligations control in the field of foreign economic activity Accounting and control of settlements within the framework of foreign economic activity with the formation of an analytical report

ЕКОНОМІКА ТА УПРАВЛІННЯ НАЦІОНАЛЬНИМ ГОСПОДАРСТВОМ

Continuation of Table 1

Support block	
Information-analytical support	Presence of automated accounting system for foreign economic operations and enterprise management systems Presence of databases in terms of contractors and their operational content Presence of operational information on the main types of foreign economic operations and counterparties Ability of fast and qualitative processing of information with the generation of result indicators for individual markets, counteragents and types of foreign economic operations
Instrumental support	Organizational tools Functional tools Process tools
Motivation support	The existence of a motivation system based on the achieved indicators of foreign economic activity (degree of achievement of strategic goals of the enterprise, diversification of activities and coverage of foreign markets, volume growth of foreign exchange earnings, minimization of losses in the field of foreign economic activity related to legislation violations)
Monitoring block	
Analytic-diagnostic support	Diagnostics of actual "bottlenecks" and potential "problem areas" in the process of implementation of security-oriented management Formation of analytical reports according to the management main subjects requests

In such manner, the direct introduction of the security-oriented management of FEA enterprises will be implemented within the following components: organizational block, functional block, support block, monitoring block. Each of them will have the required content and the sequence of implementation in the management process.

Conclusions. In modern circumstances of the enterprises functioning exclusively technological innovations are not able to ensure their development and resistance to the negative impact of aggressive environment. Management innovation should support the flexibility and efficiency of the management system both as a whole and its components in particular in accordance with the actual requirements. As the domestic consumption resources of products of Ukrainian enterprises are practically exhausted, the assimilation of new markets which actualises foreign economic activity of the majority of business entities is necessary for their successful development. To achieve success in the field of foreign economic activity it is expedient to introduce safety-oriented management in enterprises, which is a kind of innovation, because new risks, threats and risks require new management approaches to minimize their negative impact on performance.

The formalization of the safe-oriented management implementation process of FEA enterprises will be carried out at the expense of appropriate management decisions within the main process-functional elements (organizational unit, functional block, support block, monitoring block). This requires further in-depth research of the instrumental-applied field of the developed components of the security-oriented management of FEA enterprises.

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