

ECONOMIC SECURITY SYSTEM MANAGEMENT OF TRAVEL INDUSTRY: MAKING MANAGEMENT DECISIONS IN CRISIS CONDITIONS

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Abstract. Enterprises in the tourism industry quite often fall into crisis situations, as well as require the adoption of management decisions that negatively affect their economic security. The purpose of the article is to study the management of the system of economic security of economic entities enterprises of the tourism industry, as well as to determine the peculiarities of management decision-making in crisis conditions. The methodological basis of the conducted research was general scientific and specific research methods, namely: analysis and synthesis, visualization, systematization, logical presentation and generalization. The dynamism and change of factors affecting the functioning of enterprises, including the tourism industry, determine the expediency of forming the ability of the enterprise to respond promptly to various dangers, threats, risks of both the external and internal environment. The specified capacity of the enterprise should be provided by the economic security management system, in particular, taking into account anti-crisis management in it, which gives the enterprise additional advantages in the competitive struggle for achieving the strategic goal, the effectiveness of operational tasks. The level of economic security directly depends on the organizational and management model used by the top management of the enterprise. The modern business model of the enterprise must be able to predict the occurrence, implementation and impact of dangers, threats and risks, predicting the ability to neutralize catastrophic threats and eliminate material and non-material losses. The article proposes a general structural and logical scheme for making managerial decisions in the context of managing the economic security system in crisis conditions. The main tools of anti-crisis management of a tourist enterprise are systematized, namely: risk management in tourism; reengineering of business processes of a tourist enterprise; strategic management of a tourist enterprise; benchmarking in the context of anti-crisis management at a tourist enterprise; restructuring of the tourist enterprise; bankruptcy management (liquidation of the enterprise).

Keywords: enterprises of the tourism industry, economic security, anti-crisis management, risk, tools of anti-crisis management of a tourist enterprise.

JEL Classification: D81, H56, L83

Formulas: 0; **fig.:** 2; **tabl.:** 0; **bibl.:** 14

Introduction. The functioning of enterprises in the modern market environment is characterized by the presence of such factors that can be defined as crisis conditions. The implementation of activities by business entities in crisis conditions implies the possibility of realizing danger, the threat of its transition from a stable state to a pre-crisis and crisis state. Taking into account the need to ensure the stability of the activities of enterprises, the proper level of their economic security, it is important and urgent to implement preventive measures in the economic security management system to prevent the realization of crisis conditions, a program of planned measures to overcome pre-crisis and crisis situations. The above, given the insufficient development of the problem, determined the relevance of the study.

An uncontrolled rise in the level of prices, which leads to a decrease in the purchasing power of consumers, a deterioration in the consumer sentiment of the population in conditions of uncertainty, riskiness, volatility of the exchange rate, etc., are among the prerequisites of economic threats, the impact of which can cause a crisis in the activities of enterprises. Preventing a state of crisis, bankruptcy, ensuring the effective operation of a business entity are important tasks that determine the main content of the management system at enterprises, which consists in the development of anti-crisis (stabilization) programs for ensuring economic security and making management decisions in pre-crisis and crisis conditions.

Literature review. The creation and functioning of the system of economic security of business entities are addressed in the works of such scientists as: Zhivko Z., Zakharov O., Liashenko O., Mihus I., Shemayeva L. and others [1-5].

In their works, I. Blank [6], M. Bryukhovetska, I. Buleev [7], L. Ligonenko [8], L. Sytnyk [9], A. Pushkar [10], A. Chernyavskiy [11], A. Shtangret [12] and others paid attention to the problems of enterprise management in crisis conditions.

Note that the conceptual apparatus of security, in particular, the definition of such categories as "economic security", "economic security of enterprises", "economic security of tourist enterprises", etc. is not unified and reflects the subjective opinion of scientists and specialists regarding the essence and content of these concepts, conditioning expediency of their review and revision.

At the same time, the scientific community has incompletely considered and worked out the problems of making managerial decisions in the context of managing the economic security system of the enterprise in pre-crisis and crisis conditions of operation.

The study of economic security in tourism enterprises facing crisis situations is quite new.

In view of the further development of the theory of economic security of business entities, it is urgent to review and unify both the essence of the economic categories mentioned above, as well as the improvement of methodological provisions regarding the management of the economic security system of the enterprise, taking into account the current state of methodological developments and practical tools.

Aims. The purpose of the article is to study the management of the system of economic security of economic entities, in particular, enterprises of the tourism industry, as well as to determine the peculiarities of management decision-making in crisis conditions.

Methods. The methodological basis of the conducted research was general scientific and specific research methods, namely: analysis and synthesis, visualization, systematization, logical presentation and generalization.

Result. Having analyzed the works of scientists and specialists [1–5], which became the theoretical and methodological basis for the study of the concept of "management of the system of economic security of an economic entity in crisis conditions", we came to the conclusion that under the definition of "economic security" the scientific world understands a system of ensuring stability of both the business entity at the local level and the national economy in general, which maintains its

integrity and ability to self-develop, despite adverse external and internal threats; with regard to the category "system of economic security", in general, this concept means a set of components (subsystems, etc.) of economic security of various subjects of economic activity: the state, legal entities (firms, enterprises, institutions, etc.), households and individuals.

Note that the enterprise's economic security system should usually work in two modes - normal and emergency. Under normal conditions, when there are no significant threats to the economic security of the enterprise, preventive work is carried out to prevent them, and the activities of all structural divisions of the service and the enterprise as a whole take place in a daily rhythm. In the event of a threat or a local problem at the enterprise, measures for its solution and elimination are carried out in a working order. Such traditional threats for domestic enterprises include: changes in current legislation; deterioration of the criminogenic situation in the country (region); appearance of unscrupulous competitors; changes in the dynamics of the company's development, caused by the adjustment of the strategy and tactics of economic activity, the emergence of new production technologies and access to new sales markets; change in the number of employees (high staff turnover, dismissal of highly qualified employees who possess valuable information and have access to commercial secrets, etc.); changing the list of data that make up the commercial secret and confidential information of the enterprise; improvement of the company's information network, etc.

In the event of emergency situations, there are threats with a high probability of causing damage to the enterprise. In such cases, a group of emergency situations (rapid response group) should work, which includes the most qualified and knowledgeable specialists with the involvement of employees from other units if necessary.

The effectiveness of management of the enterprise's economic security system is determined by one criterion - the absence or presence of material damages caused to it (their amount in monetary equivalent), moral damages. A reliable system of economic security of the enterprise is possible only if a systematic approach is used in its organization and management. This system provides an opportunity to assess the company's development prospects, develop its tactics and strategy, reduce the consequences of financial crises and the negative impact of new threats and dangers.

In general, anti-crisis management involves the implementation of such aspects (Fig. 1).

The successful functioning and development of tourist enterprises largely depends on effective management decisions to ensure their economic security. Enterprises in the tourism industry are particularly sensitive to changes in environmental factors, because their production and economic activity and labor products are characterized by specific features. As for threats to the security of the subjects of tourist activity, in the tourism sphere they can be defined as a concept that characterizes an action, process or phenomenon, as a result of which there is a possibility of reducing the competitiveness of a tourist product, which leads to a decrease in demand for it, failure to achieve the expected amount of profit or incurring losses by the enterprise [13].

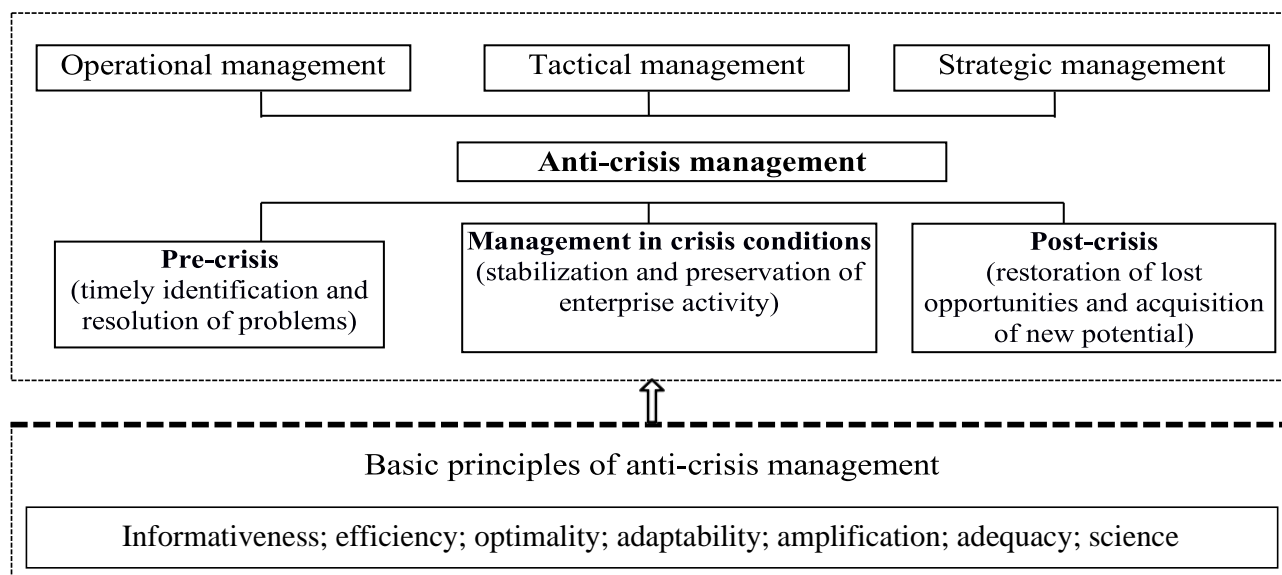


Figure 1. The general structural and logical scheme of the anti-crisis management of the enterprise

Source: compiled by the authors based on [12]

To improve the management of the system of economic security of economic entities, it is necessary to integrate the principles of anti-crisis management, the main ones of which are those whose definitions are formulated below on the basis of [14]:

- operational efficiency, which involves not only early diagnosis of crisis phenomena in the activity of a tourist enterprise, but also the urgency of responding to crisis phenomena, i.e., quick management decisions regarding the stabilization of the business entity's activity and the proper level of its economic security;

- adequacy – compliance of anti-crisis measures with the degree of threat to the economic security of the enterprise;

- informativeness, which involves collecting and analyzing the required amount of information;

- optimality – making objectively determined management decisions of anti-crisis management in the context of ensuring the appropriate level of economic security of the enterprise;

- adaptability – ensuring the ability of the economic system to adapt to the impact of destructive factors provoking the onset of a crisis and their impact on the enterprise's activities;

- amplification – application of such anti-crisis measures, the minor impact of which should lead to a strong effect;

- scientificity – taking scientific validity into account when developing anti-crisis measures and making management decisions.

In the modern conditions of integration processes, there is a need to develop, approve and implement a strategy for ensuring the economic security of the enterprise in the form of an appropriate program for the future; constant monitoring of real and potential security threats in order to identify them in a timely manner and develop measures to neutralize them.

Important from the point of view of ensuring the proper functionality of anti-crisis management in the system of economic security of the enterprise is the formalization of management decision-making, among the main components of which are diagnosis, decision-making, decision-making, implementation organization and control (Fig. 2).

One of the important characteristics of anti-crisis management is the correct determination of the person who chooses the decision (OOR) in each specific problem situation, which is a necessary condition for ensuring the effectiveness of management decisions on the economic security of the enterprise. In general, the following categories of individuals participate in the practice of management decision-making: owners; senior management; middle managers and other employees [15, p. 37].

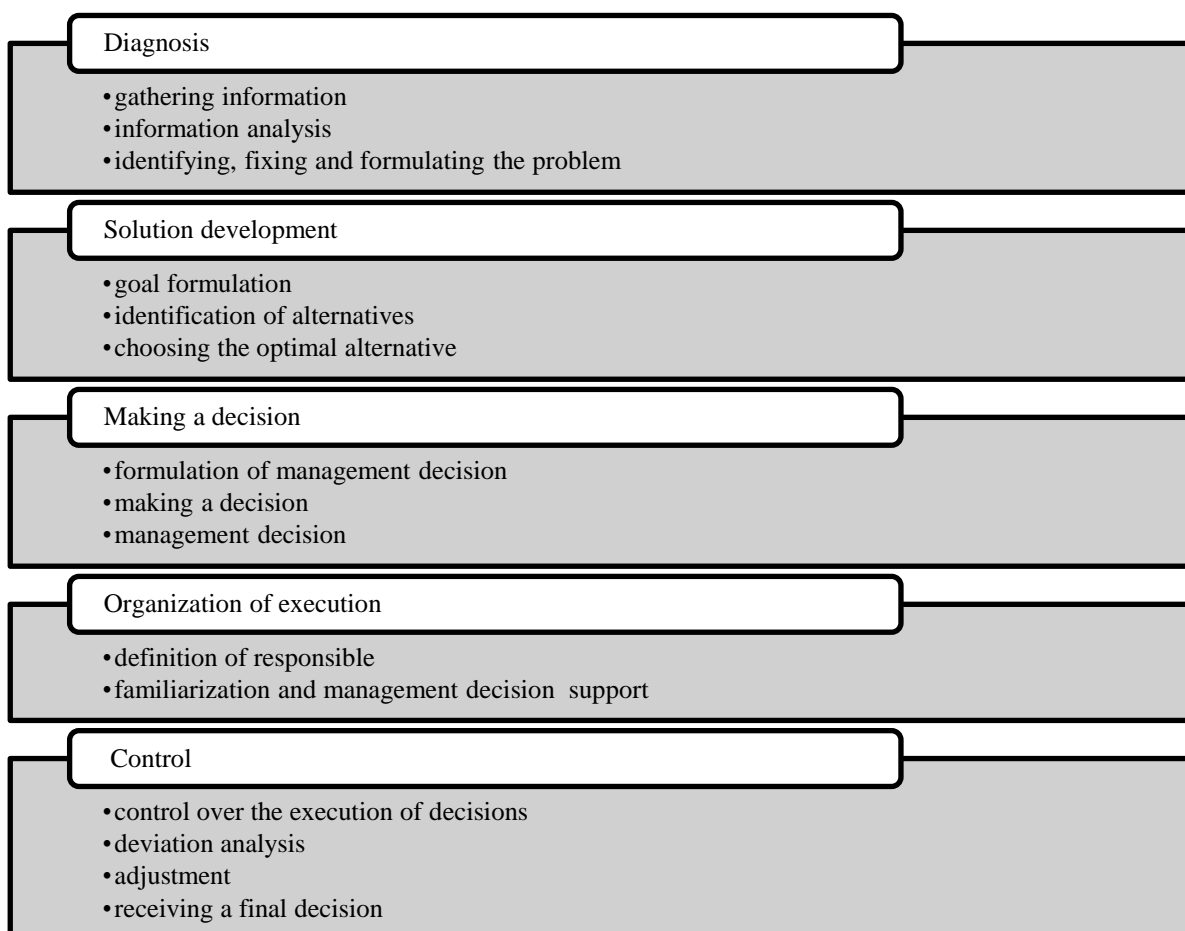


Figure 2. The general structural and logical scheme of management decision-making in the context of managing the economic security system in crisis conditions

Source: author's development

The main components of the toolkit of anti-crisis management of a tourist enterprise include: risk management in tourism; reengineering of business processes of a tourist enterprise; strategic management of a tourist enterprise; benchmarking in the context of anti-crisis management at a tourist enterprise; restructuring of the tourist enterprise; bankruptcy management (liquidation of the enterprise). Tools that are appropriate to use in the process of anti-crisis management of tourist enterprises can

exist as independent economic categories, while not necessarily related to the occurrence of crisis situations [14, c. 68].

Conclusions. The dynamism and change of factors affecting the functioning of economic entities determine the expediency of forming the enterprise's ability to respond promptly to various dangers, threats, risks of both external and internal environments. The specified capacity of the enterprise must be ensured by the economic security management system, by, in particular, taking into account anti-crisis management in it, which gives the business entity additional advantages in the competitive struggle to achieve the strategic goal, the performance of operational tasks.

The level of economic security of the enterprise directly depends on the organizational and management model used by the top management in the business entity's activities. The modern business model of the enterprise must be able to predict the occurrence, implementation and impact of dangers, threats and risks, providing for the ability to neutralize catastrophic threats and eliminate material and non-material losses.

In the future, we consider it necessary to improve the management mechanism, in particular, the anti-crisis system of the economic security of the enterprise in separate spheres of activity and to investigate the applied aspects of application, taking into account their features and directions of development.

Author contributions. The authors contributed equally.

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