

# ENTERPRISE COMPETITIVENESS MANAGEMENT SYSTEM: OPPORTUNITIES FOR INCREASING SECURITY POTENTIAL

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**Abstract.** The purpose of the study is to characterize the features of the formation of an enterprise competitiveness management system. The object of the study is the enterprise competitiveness management system. The main objective of the paper is to reveal the most important principles of enterprise competitiveness management that affect the increase in security potential. The modern market is characterized by high dynamism, increased global competition and rapid technological changes. In such conditions, the enterprise competitiveness management system becomes a determining factor for achieving sustainable development. At the same time, the increase in the number of threats — from economic crises to cyberattacks — highlights the need to form and maintain security potential. This work considers an integrated approach to competitiveness management, which includes risk analysis, development of effective management solutions and implementation of innovative protection technologies. Particular attention is paid to the issue of corporate security culture, without which the most modern technological measures do not produce the desired results. Personnel, aware of risks and motivated to comply with ethical norms, become a reliable “protective barrier” against internal and external threats. Another key aspect is the ability of the enterprise to quickly adapt to market changes, which reduces the likelihood of a crisis and increases stability. It is determined that a competitiveness management system focused on ensuring security involves proactive threat monitoring, risk diversification and strategic planning. It forms the basis for long-term growth, protects critical resources and contributes to the creation of additional advantages in the market. The results of the study are of practical importance for managers who seek to simultaneously increase competitiveness and strengthen security potential, as well as for scientists looking for new approaches to strategic management in conditions of uncertainty.

**Keywords:** competitiveness; security potential; ensuring security; making managerial decisions; enterprises.

**JEL Classification:** L21; L22; M21; D80

**Formulas:**0; **fig.:**3; **tables:**3; **bibl:**15

**Introduction.** In conditions of dynamic change and globalization of market settings, an effective system for managing the competitiveness of an enterprise is becoming extremely relevant. Constant intensification of competition requires enterprises to be flexible, innovative and able to respond quickly to emerging challenges. Hence, competitiveness becomes one of the key factors not only for survival but also for sustainable development. However, the growing risks associated with cyber-attacks, economic crises and political turmoil highlight the need to develop and strengthen security capabilities. The ability to ensure security determines how well an enterprise is prepared to protect its resources and interests, as well as to grow sustainably despite unfavourable circumstances. Making management decisions in this situation requires a comprehensive approach. At the same time, a strategic vision for development helps identify priority areas for growth and strengthen competitiveness in the long term.

In today's conditions of global instability, digitalization and increased competition at all levels of market interaction, the problem of ensuring the competitiveness of enterprises has become particularly urgent. The dynamic business environment requires enterprises to be able not only to adapt to changes, but also to form their own mechanisms of advanced development. At the same time, threats of an economic, technogenic, cybernetic and personnel nature require new approaches to managing security potential. It is the combination of systemic competitiveness management with increasing the level of enterprise security that allows creating an effective model of sustainable functioning in conditions of uncertainty. It should be emphasized that traditional approaches to managing the competitiveness of an enterprise usually focus on pricing policy, product quality or marketing activity. However, such tools lose their effectiveness without ensuring the stability of the internal environment, which directly depends on the level of protection of critical resources, in particular information, personnel, production facilities. In our opinion, a modern competitiveness management system should include a security dimension focused on minimizing risks and increasing the enterprise's ability to withstand external challenges. This is especially important in the context of increasing cyberattacks, unstable supply chains, and growing threats due to geopolitical changes.

**Literature review.** An extensive body of scholarly work has addressed the issue of developing effective enterprise competitiveness management systems. Foundational studies by Tkachuk and Kharkova (2018) explore core strategies and tools that support competitive advantages in enterprises. Ivaniuta (2008) proposes theoretical and methodological approaches to improving competitiveness, while Filiuk (2011) analyzes the impact of globalization on competition and monopoly, highlighting implications for strategic positioning.

Adamyk (2012) emphasizes the importance of competitiveness assessment methods as part of enterprise security strategies. Horodnia and Rybnytskyi (2010) discuss innovative evaluation techniques applicable in strategic planning. Bondarenko (2016) contributes insights into how competitive advantages can help enterprises adapt during economic crises, and Kolomiiets (2007) examines the role of internationalization in enhancing competitiveness, an important factor for firms seeking entry into global markets.

Recent contributions from Kopytko and colleagues provide a bridge between competitiveness and enterprise security. Kopytko and Ilkiv (2020) present the theoretical basis of enterprise security activities. In follow-up studies, Kopytko and Vinichuk (2022) explore the relationship between competitiveness and innovation-driven economic development, while Kopytko and Zaverukha (2022) analyze how industrial enterprises adapt to the challenges of Industry 4.0 within the context of change management.

Kosheleupov (2009) provides practical guidance for managing enterprise competitiveness, whereas Krivenko (2018) offers a macro-level analysis of mechanisms supporting national economic competitiveness. More recently, Shtangret, Sylkin, and Shliakhetko (2024) investigate the security dimensions of workforce management in dynamic environments, identifying labor migration as a potential threat to enterprise personnel stability (Shtangret, Sylkin, & Shliakhetko, 2024). Table 1 systematizes the main ones.

**Table 1. Results of literature review**

Authors	Contribution
O. M. Tkachuk, Yu. P. Kharkova (2018)	The main strategies and means that ensure competitive advantages of an enterprise are considered.
V. F. Ivaniuta (2008)	The main theoretical and methodological approaches to improving the competitiveness of an enterprise are described.
H. M. Fyliuk (2011)	The impact of globalization on competition and monopoly is analysed, which may influence competitive strategies.
V. A. Adamyk (2012)	The methods of assessing competitiveness are indicated, which help in the formation of enterprise security strategies.
T. A. Horodnia, D. O. Rybnytskyi (2010)	The latest assessment methods that can be used for strategic planning are discussed.
V. M. Bondarenko (2016)	The adaptation of enterprises to economic crises through competitive advantages is considered.
I. F. Kolomiets (2007)	The impact of internationalization on competitiveness is described, which is important for strategies for entering international markets.

*Source: developed by the author*

While these works offer substantial theoretical and practical insights, certain aspects of enterprise competitiveness management—particularly those intersecting with security potential—remain underexplored. This gap underscores the relevance of the present research, particularly in light of contemporary challenges related to economic instability, globalization, and digital transformation.

**Aims.** The purpose of the study is to characterize the features of the formation of an enterprise competitiveness management system. The object of the study is the enterprise competitiveness management system.

**Methodology.** The methodological basis of this study integrates a combination of general scientific and specific research methods aimed at a comprehensive analysis of the enterprise competitiveness management system in the context of enhancing security potential. The method of synthesis and analysis was used to substantiate the importance of improving the security potential of an enterprise as a critical factor of its sustainable development and resilience. The method of morphological analysis enabled the structuring and grouping of systemic principles that define the essence of enterprise competitiveness management. Graphical and tabular methods were applied to ensure a

clear and high-quality visual representation of the research results, facilitating better comprehension of complex data. Additionally, the abstract and logical method served as the foundation for developing theoretical generalizations and formulating substantiated conclusions regarding the strategic directions for strengthening the security potential within the enterprise competitiveness management system. The methodology of the paper is presented in Table 2.

**Table 2. Research methodology**

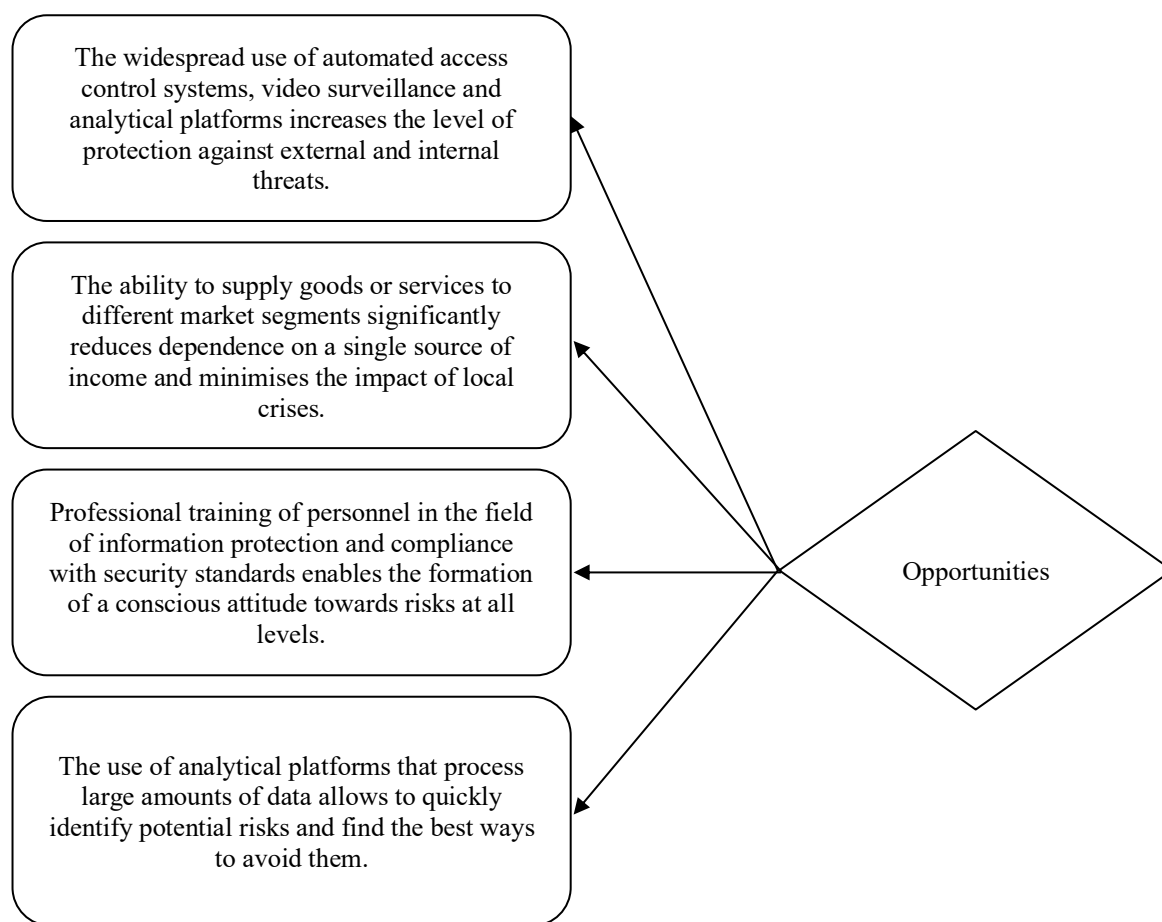
Methods	Description
Method of synthesis and analysis	demonstrating the importance of improving the security potential of an enterprise
Method of morphological analysis	grouping of systemic principles regarding the essence of enterprise competitiveness management
Graphical and tabular methods	for high-quality presentation of research results
Abstract and logical method	for forming theoretical generalizations and conclusions

*Source: developed by the author*

The main objective of the paper is to reveal the most important principles of enterprise competitiveness management that affect the increase in security potential.

**Results.** An effective combination of competitiveness and security potential allows an enterprise to balance its internal structure, processes and external relationships. On the one hand, competitiveness implies the ability to offer unique products or services that satisfy demand and establish a stable market position. On the other hand, security potential includes the development of mechanisms to ensure protection against threats that could result in asset losses, reputational risks or the interruption of key business processes. The combination of these two components makes management decisions more informed and comprehensive. Ensuring security requires close monitoring of both internal processes and the external environment, while competitiveness requires innovative development and improved efficiency. It is the synergy of these elements within the competitiveness management system that provides a solid foundation for further progress and security.

Security potential is becoming particularly important against a background of global challenges. Various economic, social and technological factors can lead to unpredictable changes in the market and, consequently, threaten the sustainability of an enterprise's activities. To ensure effective security, it is crucial to take into account the interdependence of economic processes at the international and regional levels. Due to constantly growing competition, an enterprise must focus not only on traditional success factors, but also on its ability to adapt quickly to new requirements. Accordingly, management decisions should take into account the potential risks associated with disruptions in logistics chains, changes in legislation or destabilisation of financial markets. That is why strategic planning cannot be separated from competitiveness issues. Strengthening security capabilities allows to maintain market positions while expanding competitiveness in various segments and mitigating the negative impact of external crises. A balanced approach to these issues ensures long-term growth (Fig. 1).



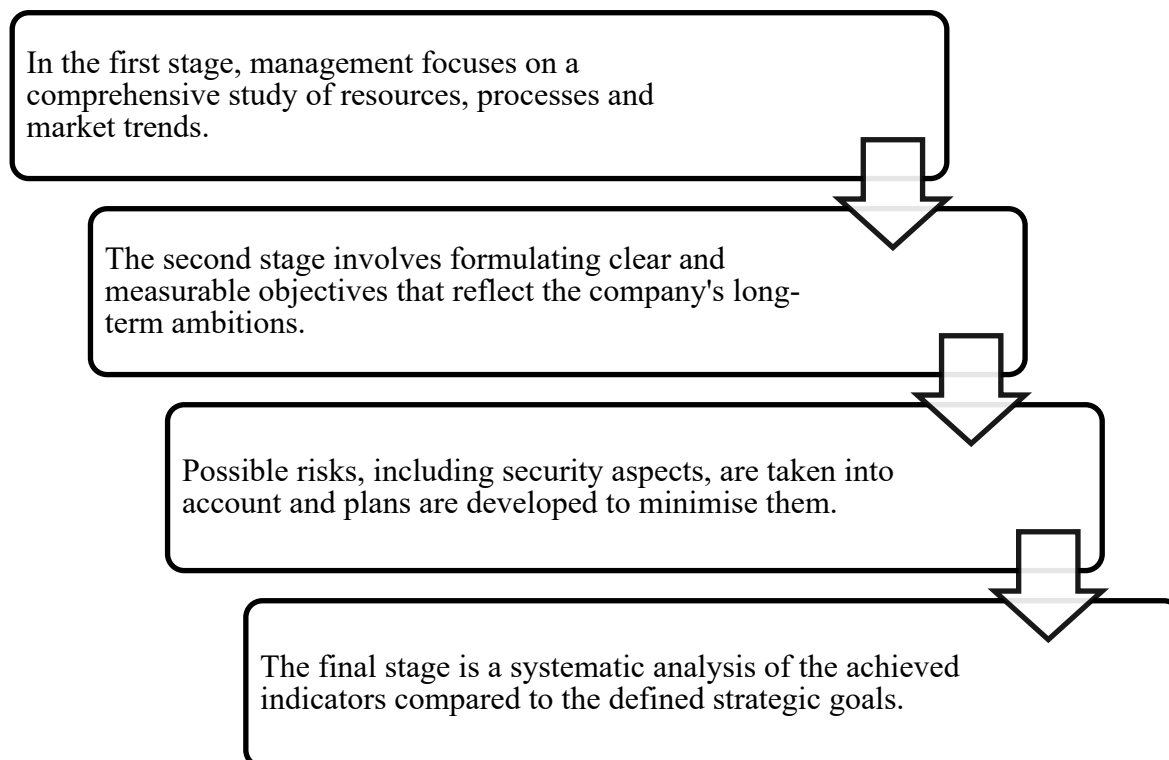
**Figure 1. Opportunities for enhancing the security potential of enterprises through competitiveness management**

*Source: developed by the author*

The importance of competitiveness in the context of security cannot be underestimated. In today's business environment, where information technology has become a critical component of operations, even a brief disruption can cause serious reputational damage. At the same time, when an enterprise works to improve its competitiveness, it introduces innovations, optimises production processes and improves its management structure. All this contributes to strengthening security potential by reducing vulnerability to external and internal threats. Making management decisions focused on technical modernisation and personnel development adds stability in unpredictable situations. Ultimately, the better an enterprise implements new technological solutions, the less likely it is to experience critical failures and losses. Thus, competitiveness and security potential form a comprehensive basis for long-term reliability (Fig. 2).

Competitiveness management is a continuous process that requires a clear understanding of internal strengths and weaknesses, as well as systematic analysis of the external environment. The level of security and economic stability of an enterprise depends on how accurately market threats and opportunities are assessed. Strategic analysis tools such as SWOT or PESTEL help managers make informed management decisions (Koshelepov, 2009; Kopytko, 2022). However, it is not enough to limit oneself to traditional methods: today, the use of forecasting methods, scenario planning

and early warning systems is extremely important. These modern approaches make it possible not only to track trends, but also to take preventive measures in advance to strengthen competitiveness and security potential.



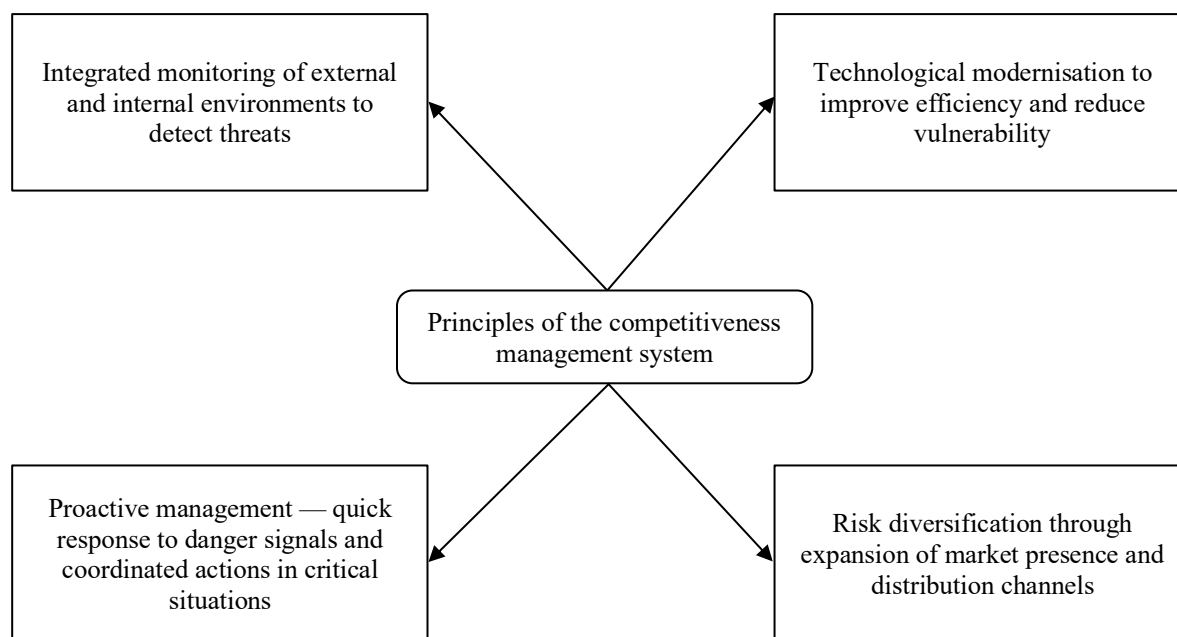
**Figure 2. Stages of management decision-making regarding the competitiveness of an enterprise**

*Source: developed by the author*

Ensuring security also involves developing a corporate culture that encourages conscientious protection of trade and technological secrets and compliance with ethical standards. Competitiveness is enhanced when every employee is aware of their contribution to the sustainable development of an enterprise and participates in shaping its positive image. Accordingly, management decisions should provide for a system of in-house training and motivation of personnel aimed at raising their awareness of safety (Krivenko, 2018; Shtangret, 2024). Developing cybersecurity policies, regularly updating software, and using modern data protection technologies are becoming essential components of competitiveness management. A coordinated approach to human resources, technology and processes is becoming a decisive factor in building security capacities (Fig. 3).

It is important to bear in mind that competitiveness is based not only on the cost or quality of products, but also on the ability of an enterprise to respond quickly to changes in supply and demand. The ability to flexibly reconfigure production capacities and business processes directly affects security in unpredictable market settings. Thanks to an effective competitiveness management system, an enterprise can quickly reorient itself to new niches or services, maintaining stability even in times of crisis. This, in turn, contributes to a stable financial situation and enhances security.

Well-established partner networks and diversified sales and supply channels provide an additional level of protection against disruptions and crises.



**Figure 3. The most important principles of the competitiveness management system that contribute to enhancing security potential**

*Source: developed by the author*

A systematic approach to managing competitiveness involves the use of strategic planning tools, operational control and continuous improvement. These elements help an enterprise to consistently develop its competitive advantages while implementing security measures to prevent losses. One of the most important areas is risk diversification, which makes it possible to avoid critical dependence on a single market or a single technological process chain. Further, monitoring compliance with internal regulations and a high level of transparency in business processes minimise the risk of fraud or abuse by personnel. All this makes management decisions more predictable and reduces an enterprise's vulnerability to external challenges.

Information technologies play an increasingly important role in shaping competitiveness and security potential. Digitisation of processes enables an enterprise to quickly process large amounts of data, identify weaknesses in real time and make informed management decisions. However, dependence on technology increases the risk of cyber-attacks and leaks of confidential information, so ensuring security in this area requires professional approaches. Regular IT infrastructure audits, backups, and the use of secure communication channels help reduce vulnerability to cyber-attacks. As the pace of technological development continues to accelerate, an enterprise's ability to integrate the latest solutions is becoming one of the decisive factors in maintaining sustainable competitiveness. Thus, a smart combination of modern technologies and proactive measures strengthens overall security capabilities.

**Discussions.** The results obtained in this study confirm the close relationship between enterprise competitiveness management and the formation of its security potential. The integration of strategic planning, technological modernisation, and

internal process optimisation strengthens the enterprise's resilience to external and internal threats. This conclusion is consistent with the findings of Kopytko and Zaverukha (2022), who argue that the adaptability of industrial enterprises to modern challenges—especially those arising from the development of Industry 4.0—is becoming a decisive factor in maintaining competitiveness under conditions of change. They emphasize that effective management of competitiveness in times of transformation must involve proactive approaches and an emphasis on internal resource security. Furthermore, the issue of personnel security is particularly relevant, as confirmed by Shtangret, Sylkin, and Shliakhetko (2024), who interpret labor migration as a significant external threat to the human resource base of enterprises. Their research supports the idea that the implementation of modern personnel policies, together with corporate security culture, is critical to maintaining both competitiveness and overall enterprise stability. Thus, the interpretation of our results aligns with and extends these findings, highlighting the importance of comprehensive management strategies that combine innovation, security, and adaptability as a unified framework for sustainable development.

**Conclusions.** An important factor in building a reliable competitiveness management system is the establishment of an effective communication policy with all stakeholders. This is not only about informing investors or consumers, but also about communicating relevant decisions to personnel and partners in a timely manner. Transparent policies increase trust in an enterprise, which has a positive impact on its image and ability to attract new resources. Such openness also serves as an additional security measure: timely warning of a crisis or conflict helps avoid large-scale losses (Table 3).

**Table 3. Prospects for further research**

Directions	Description
Development of tools for assessing security potential in the context of digitalisation	To study methods for measuring risks in cybersecurity and IT infrastructure.
Analysis of the impact of corporate safety culture on competitiveness	To determine how motivational approaches and training programmes correlate with economic indicators
Studying approaches to proactive scenario planning	To evaluate the effectiveness of various forecasting models and develop recommendations for rapid adaptation of an enterprise to a changing environment.

*Source: developed by the author*

Therefore, well-established communication channels accelerate the management decision-making process and contribute to improving competitiveness and creating conditions for long-term development. Thus, the interdependence between competitiveness and security potential forms a comprehensive model capable of ensuring the stability and prosperity of an enterprise even in difficult conditions.

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