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THEORETICAL AND METHODOLOGICAL ASPECTS OF MANAGING THE ECONOMIC SECURITY OF PUBLISHING AND PRINTING ENTERPRISES

Summary

A comprehensive theoretical and methodological analysis of the management of economic security of publishing and printing enterprises in the context of modern challenges has been carried out. Particular attention has been paid to revealing the specifics of security activities, determined by the technological, resource, personnel, information and financial aspects of the functioning of enterprises in this industry. It has been determined that economic security is a system-forming factor in the stable development of publishing and printing enterprises and ensuring their security potential in the long term. The study substantiates that the security activities of publishing and printing enterprises should include a set of measures to counter external and internal threats: piracy, inflationary pressure, shortage of raw materials, leakage of confidential information, personnel instability, competition from digital media. A systematic approach to the formation of an economic security strategy based on risk monitoring, strategic planning, implementation of digital management tools, as well as the development of human resources. Special attention is paid to the impact of personnel on security activities. It is proven that the qualifications, motivation, discipline and digital awareness of personnel directly determine the effectiveness of the implementation of the enterprise's security policy. The importance of the system of hiring, evaluating and training personnel for strengthening economic security is emphasized, and recommendations are formulated for improving management decisions in this area. The paper analyzes the transformative impact of digitalization on the economic security management system. It is determined that digitalization contributes to the automation of production, increasing the accuracy of control, financial monitoring, information security, the formation of knowledge bases, and risk forecasting. At the same time, the risks of digital vulnerability are outlined, which require a separate management response in the form of cyber protection, software updates and personnel training.

Introduction

The current conditions of operation of publishing and printing enterprises are characterized by a high degree of turbulence in the external environment, transformation of consumer demands, technological changes and the need to counteract numerous risks. In these conditions, economic security management becomes key to maintaining competitiveness, stable functioning and sustainable security development of enterprises of this type. Economic security ceases to be only an element of financial policy, instead it becomes the basis for forming a strategy for the functioning of the publishing and printing business in the long term.

The security activities of a publishing and printing enterprise cover numerous areas, ranging from copyright protection to environmental responsibility and information security. Such a multifaceted approach is due to the special nature of the functioning of enterprises in this industry: on the one hand, they deal with high-tech production, on the other hand, they operate with intellectual products, where quality, creativity and customer trust are key.

It is important to note that in the new conditions there is a need for a new theoretical and methodological approach to economic security management. The modern management paradigm must take into account not only traditional threats (lack of resources, financial failures), but also new ones – digital attacks, social risks, instability of the regulatory environment. Therefore, the need to integrate digital technologies into security solutions and ensure the appropriate level of personnel training is growing. At the same time, insufficient attention to the personnel factor is becoming one of the critical vulnerabilities in the economic security management system. Personnel are often perceived as executors, while in fact they are the driver of the implementation of security policies. Qualifications, discipline, motivation, ethical responsibility of employees form the basis for the protection of the enterprise from internal threats and are the key to its adaptation to changes in the external environment. Digitalization is another challenge and at the same time a chance to strengthen economic security. Publishing and printing enterprises that actively implement digital technologies have the opportunity to strengthen control over processes, reduce costs, and reduce the risks of human intervention in critical stages of production. But these advantages require the creation of an appropriate infrastructure, personnel training, and the implementation of cyber protection.

Economic security management cannot be effective without integrating it into the overall strategic management system of the enterprise. It is not only about developing individual risk response measures, but also about building a holistic system that proactively identifies threats, predicts consequences, and takes measures to neutralize them. Such a systematic approach allows for the formation of a sustainable security potential.

In our opinion, the methodology for assessing risks and forming a security strategy deserves special attention. Publishing and printing enterprises should take into account the specifics of their own environment, resource base, state

of internal infrastructure, type of client orders, and level of competitive pressure. Effective management is possible only under conditions of personalization of the approach to the analysis of security challenges.

In view of the above, the purpose of the article is to provide a theoretical justification and methodological coverage of the features of economic security management of publishing and printing enterprises, taking into account the role of personnel and digitalization. The objectives of the study include: determining the specifics of security activities, characterizing the economic security management system, analyzing the impact of personnel and digital technologies on the stability of the enterprise.

The object of the study is publishing and printing enterprises as business entities whose activities require comprehensive risk management. The subject is the theoretical and methodological aspects of the formation, functioning and improvement of the economic security management system. The research methods are structural and functional analysis, comparative characteristics, analytical modeling and generalization of practical approaches.

Chapter 1. Peculiarities of security activities of publishing and printing enterprises

The publishing and printing industry is an important component of the information, educational and economic infrastructure of modern society. Its activities cover the entire chain of creation of printed products – from the idea and the author's text to its graphic design, printing, post-printing processing and distribution. Therefore, this industry combines elements of creative, technological, production and logistics activities, which determines its complex internal structure and high requirements for the quality of management at all stages of the production process.

One of the key features of the publishing and printing industry is its resource dependence. To ensure the continuity of production, enterprises need stable access to high-quality raw materials: paper, cardboard, printing inks, films, chemical reagents, etc. In connection with this, an important factor of stability is an established logistics system, the availability of proven suppliers and an effective inventory management system [1-3].

The specifics of the industry is also the technological complexity of the production process. Modern printing production involves the use of high-precision automated machines, digital color control systems, post-press processing systems, as well as complex software for design and layout. For the full functioning of the enterprise, it is necessary to ensure not only technical maintenance of the equipment, but also the availability of personnel capable of working in conditions of technical and technological complexity. Another determining factor is that the products of the publishing and printing industry, although having a material form, are often based on intangible content. Author's texts, journalistic investigations, scientific works, works of art – all this creates a product with high added value, which is at the same time an object

of intellectual property. Enterprises of the industry must ensure the protection of authors' rights, compliance with licensing obligations and the legal purity of the products produced.

The function of information mediation deserves special attention. Publishing and printing products serve as a channel for transmitting knowledge, ideas, state policy, religious and moral guidelines, advertising and marketing messages. In this way, the industry participates in the formation of public opinion, which imposes additional responsibility on the manufacturer and necessitates compliance with ethical, legal and professional standards [4-5].

In the context of digital transformation, which covers all sectors of the economy, the publishing and printing industry is facing new challenges. The growing popularity of electronic media, the decline in demand for printed products, and changes in consumer habits are all forcing companies to adapt, switch to hybrid models, and combine traditional printing with digital content delivery channels. As a result, a new industry economy is being formed, where classic printing production is increasingly integrated with IT infrastructure. It is also worth noting the high capital intensity of the industry. Investments in new equipment, software, and personnel training are expensive, and their payback is often stretched over time. Without proper financial planning and strategic management, an enterprise may lose its stability and find itself in a crisis situation even with stable demand. Financial planning, credit risk management, and investment policy should be the focus of management (Table 1).

The specificity of the industry is also manifested in the high level of competition and seasonality of demand. In particular, in the publishing sector, demand is often concentrated around the school year, holiday periods, and political campaigns. This requires flexible production planning, adaptation to changes in order volumes, and work in conditions of high dynamics. In such conditions, it is especially important to ensure economic security, which allows you to withstand uneven financial loads. An equally important aspect is the role of personnel in this industry. Working with high-precision equipment, adhering to color profiles, working with layout and design programs require not only special education, but also constant updating of knowledge. In the context of the rapid pace of technology, the loss of qualified personnel becomes a critical threat to a publishing and printing enterprise. That is why a personnel policy aimed at retaining, motivating, and developing personnel is a key factor in security potential. The last but not least important feature of the publishing and printing industry is its high dependence on the regulatory environment. Compliance with labeling requirements, tax regimes, intellectual property rights, environmental standards, as well as participation in government tenders create a complex legal field in which an enterprise must navigate effectively. Any change in legislation or the introduction of new norms can directly affect financial and operational activities.

Table 1

Key characteristics of publishing and printing enterprises

Characteristics	Essence
Combination of Material Production and Intellectual Content	A distinctive feature of publishing and printing enterprises lies in their ability to produce a tangible product that conveys intangible ideas, knowledge, and information
	This duality requires the enterprise to effectively manage two different streams – creative and production. The absence of synchronization between these functions can lead to missed deadlines, client dissatisfaction, or even legal proceedings in cases of copyright violations
	This characteristic also significantly increases the need for robust information security. Publishing and printing enterprises often store manuscripts, layouts, and client orders – materials that are highly sensitive and potentially vulnerable to piracy or industrial espionage
High Technological Complexity of Production	Publishing and printing enterprises represent technically complex systems that combine pre-press, printing, and post-press stages, all requiring precision, synchronization, and highly skilled personnel
	Technological complexity necessitates constant modernization of equipment, timely maintenance, and regular updates to software. These needs generate significant capital expenditures and demand long-term investment planning
	The integration of digital components – automated control systems, layout software, color profiling – requires not only technical proficiency but also robust cybersecurity
Resource and Import Dependency	The production of printed materials relies heavily on imported raw materials such as paper, ink, film, plates, and adhesives
	Replacement parts and technical support may only be available internationally, leading to extended downtimes. Technical maintenance often requires niche expertise, which may be geographically limited or costly
	To mitigate these vulnerabilities, enterprises must develop multi-channel procurement strategies, maintain safety stocks of critical materials, and foster local production capabilities where feasible
Seasonality and Cyclical Demand	Demand for printed materials follows a cyclical pattern driven by school calendars, holidays, marketing campaigns, and election periods
	Such seasonality necessitates flexible financial and workforce planning. Enterprises must create financial buffers during high-demand seasons to sustain operations during quieter months
	Failure to account for seasonality can lead to equipment overloading or prolonged idleness, as well as inefficient use of labor resources

Source: formed by the author

Thus, the publishing and printing industry is a complex multifunctional system that combines material production, creative work, legal and logistical processes. Its functioning requires a high level of organization, strategic vision, adaptability to changes and constant improvement. The essence of the industry is to serve the cultural, informational and educational needs of society through the production of high-quality and safe printed products, which requires a deep understanding of the internal and external factors of its stable development.

The security activities of publishing and printing enterprises have their own distinct specifics, which are determined by both technological and market features of this sphere. First of all, these are enterprises that combine creative, intellectual and high-tech work, which involves the presence of a complex production infrastructure, compliance with copyright, preservation of intellectual assets and ensuring sustainable financial functioning. In the conditions of dynamic development of digital technologies and high competition, it is the security potential that determines the ability of an enterprise to survive and adapt to a changing environment.

One of the key threats to the economic security of publishing and printing enterprises is the risk of piracy and illegal copying of content. This directly affects the income of enterprises, as copyright infringement occurs and the cost of original products decreases. In this regard, an important area of security activity is the development and implementation of copyright and related rights protection systems, in particular technical solutions for identifying original products. Another challenge for the economic security of publishing and printing enterprises is dependence on external suppliers of raw materials, in particular paper, inks, consumables. Fluctuations in prices for these resources, as well as the risks of logistical disruptions, pose a threat to the stability of the production process. In this regard, enterprises should form strategies for diversifying suppliers and creating reserve stocks, which is part of their security development.

Financial instability and fluctuations in demand for printing products are also significant risk factors. The market for printed publications is gradually narrowing due to digital transformation, so enterprises must adapt their business models, expanding the range of services and goods. Ensuring economic security in this context means the ability to quickly change the structure of production, respond to changes in demand, and introduce innovations into products.

The personnel component plays a special role in ensuring economic security. Highly qualified specialists who possess modern printing technologies are the basis of the enterprise's stability. At the same time, there is a shortage of qualified personnel, which poses a threat to security development. It should be emphasized that the strategy of hiring personnel, advanced training and motivation of employees should be an integral part of security activities.

Personnel is one of the most important resources of a publishing and printing enterprise, which directly forms security potential, affects security activities and ensures the stability of the functioning of the production system. It is on the professional level, loyalty and responsibility of employees that the effectiveness of the implementation of management decisions, the stability of the production process, compliance with technological discipline, and therefore the overall level of economic security depends [6-8].

One of the main aspects of the impact of personnel on safety activities is compliance with technological regulations and standards. Printing processes, in particular prepress preparation, printing, post-printing processing, require high accuracy and discipline. Errors made due to inattention or insufficient qualifications can lead to shortages, loss of resources, disruption of deadlines and financial losses. Thus, the professionalism of employees is the basis of a stable technological cycle.

The personnel recruitment system plays an important role. In our opinion, when forming the personnel of a publishing and printing enterprise, attention should be paid not only to professional qualities, but also to the ethical and psychological characteristics of candidates. Unscrupulous employees can become a source of leakage of confidential information, creation of internal conflicts or even deliberate sabotage. Therefore, security activities should include a thorough check and psychological assessment of candidates for responsible positions. In addition, personnel participate in the implementation of information security of the enterprise. Most data leaks occur not due to external attacks, but due to careless or deliberate actions of employees. This applies to access to customer databases, publishing layouts, technical documentation. Therefore, it is important not only to implement technical means of protection, but also to form an understanding of the value of information resources among personnel. At the management level, security activities require effective communication between all levels of personnel. If there is no coordinated exchange of information in the enterprise, cases of violation of security procedures are not recorded or technical malfunctions remain without proper response, this increases the level of risks. Therefore, in our opinion, one of the priorities should be the formation of clear vertical and horizontal communications on security issues. Special attention deserves the training and advanced training of personnel. In the conditions of digitalization of the printing industry, the need for new skills is growing – management of automated printing systems, digital order platforms, electronic document management. Personnel who do not keep up with these changes become a factor of inhibition and a threat to economic security. Therefore, it should be noted that continuous training is a critical element of personnel security (Table 2).

Table 2

**Core principles of security operations
in publishing and printing enterprises**

Systematic Risk Management	Security operations in a publishing and printing enterprise cannot rely on reactive responses. Instead, they require systematic risk management, encompassing threat monitoring, scenario forecasting, preventive planning, and continuous adaptation of security strategies based on both internal and external dynamics	Preventiveness and Proactiveness	Effective security management is based on anticipating potential threats and taking preemptive action. The enterprise must not wait for risks to materialize but instead develop contingency plans and proactive strategies that reduce the likelihood of disruptive events
	This principle necessitates the integration of security procedures into all aspects of enterprise management – financial, operational, technological, and administrative. It ensures consistency, coordination among departments, and the formation of a comprehensive economic security policy		Preventive measures include auditing internal processes, developing backup supply chains, evaluating equipment performance, enhancing cybersecurity, and providing personnel training. These efforts increase organizational resilience and agility under unpredictable conditions
Digital Integration of Security Tools	In the digital age, the majority of publishing and printing operations involve electronic systems. Accordingly, economic security frameworks must incorporate digital tools – document control systems, cybersecurity protocols, data encryption, intellectual property protection, and secure data storage	Personnel Responsibility and Ethical Discipline	No security system can be effective without a responsible and ethically grounded workforce. Employees have access to sensitive technological, financial, and contractual information, making them both critical assets and potential risk sources
	While digitalization enhances operational efficiency, it also introduces new vulnerabilities. Digital integration must be supported by tech-savvy personnel, up-to-date software, restricted access to critical files, and multi-level authentication mechanisms		Enterprises must adopt ethical codes, internal oversight policies, incident response systems, and regular training programs aimed at fostering a culture of responsibility. Recruitment should be based on a combination of trustworthiness and competence to ensure alignment with the enterprise's security goals

Source: formed by the author

The formation of a motivational system also plays a strategic role. Employees who do not feel their own worth are not sufficiently involved in processes and have a low level of responsibility. In contrast, motivated personnel tend to take the initiative, warn of risks, and suggest ways to improve production. Thus, economic security is directly related to the internal atmosphere and incentive system.

No less important is the role of management personnel – heads of departments, heads of shops, project managers. They are responsible for monitoring compliance with safety procedures, coordinating actions, and timely informing senior management about problems. We believe that it is the middle management level that is the point of concentration of personnel influence on the safety development of the enterprise. It is also necessary to emphasize the issue of labor discipline. Lateness, violation of regulations, ignoring labor protection instructions – all this affects not only productivity, but also economic security in general. A publishing and printing company must form a responsible attitude towards its responsibilities in its personnel through a system of internal control, evaluation of results, and encouragement to comply with norms.

In general, it can be stated that personnel are not only performers, but also carriers of the security potential of the enterprise. It is they who ensure the stability of production processes, information security, and adaptability to changes. Without due attention to the personnel component, the economic security system remains vulnerable, and risks are unmanageable [9-10].

Information security is also critically important, since publishing and printing companies often operate with confidential information from customers. In particular, we are talking about contracts, layouts, and publishing plans. The leakage of such information can not only cause reputational damage, but also lead to the loss of partners. Therefore, enterprises must implement information protection systems, data encryption, and access control. Another aspect is compliance with environmental requirements. Although it may not seem directly related to economic security, fines, sanctions, and forced production shutdowns due to environmental violations can significantly impact financial sustainability. In our opinion, part of security activities should include environmental audits and the implementation of energy-efficient solutions. In addition, it should be noted that competition from digital media creates additional threats. If an enterprise is unable to transform and offer comprehensive solutions – for example, combining printing with digital platforms – this reduces its competitiveness. Economic security requires the development of innovative potential and investments in digital integration.

Thus, the specifics of security activities of publishing and printing enterprises cover a wide range of aspects – from technological to financial and personnel. Ensuring sustainable functioning and strategic development is

possible only under the condition of systematic risk management and purposeful work on the formation of a high level of security potential.

Economic security is present in all spheres of life of the population and is the result of their joint work. The guarantee of the economic security of the state is based on the main current security of its territorial components, which in turn depends on the national policy and interaction of all levels of state administration.

The regional level of economic security is manifested in the growth of regional development indicators and the ability of regional authorities to ensure the competitiveness, stability, and sustainability of the economy of the territory, organically integrated into the country's economy.

In addition, we believe that in order to achieve a high level of economic security of the country within the national and regional levels, it is necessary to distinguish the sectoral level of economic security, which will contribute to the growth of the economic potential of the country and the region and increase the level of all economic indicators.

The basic level of economic security is manifested in ensuring high efficiency of work, financial stability, independence and competitiveness of the enterprise as the main object of the socio-economic system and is determined by the possibility of full implementation of all functions of the business entity, provision of all necessary resources and their use in production and economic activities.

We propose to divide the micro-level of economic security into the security of an individual entrepreneur, the economic security of self-employed persons and the economic security of individuals, which will allow us to cover all links of the economic system. The lack of security of a citizen limits the possibilities of ensuring other levels of security, and, consequently, the stability of society, region and state. The basis of the economic security of citizens are the principles of social justice, which characterize it as a measure of equality and inequality in the distribution of material and spiritual goods in society, statuses and power, as well as in the life situation of various social groups. Therefore, economic security is an interdependent system of its different levels: international, national, regional, micro- and basic levels.

The resource approach is found in almost a third of the definitions of the economic security of an enterprise and involves the use of all possible resources of the enterprise in order to avoid internal and external threats to stable functioning.

The information approach is based on the assumption that the purpose of the economic security of an enterprise is various types of analysis and monitoring of the enterprise's activities by systematizing information to neutralize negative consequences.

The harmonization approach assumes that management must balance priorities, identified interests of the enterprise with the subjects of the external environment and choose such forms and methods of their coordination that the results of interaction provide the enterprise with profit. Supporters of the harmonization approach understand the economic security of an enterprise as the degree of harmonization in time and space of the economic interests of the enterprise with the interests of related subjects of the external environment operating outside the enterprise. It should be noted that this approach is one of the most modern, since it assumes the need for the enterprise to adapt to external factors, which requires the formation of flexible mechanisms for managing the economic security of the enterprise in complex and changing economic conditions.

The next approach to the formation of the concept of "economic security of an enterprise" is a legal one, according to which the economic security of an enterprise is considered from the point of view of balancing the right aspects of the enterprise's activities, which ensures the protection of the legitimate and vital interests of the same enterprise.

The financial approach to the formation of the concept of "economic security of an enterprise" assumes the stability of financial indicators regardless of the state of external and internal threats that are not related to force majeure circumstances.

The sustainable approach considers the concept of "economic security of an enterprise" from the point of view of the enterprise's ability to be balanced and stable in conditions of destabilizing threats. The ideology of the sustainable approach assumes a broader interpretation of the economic security of an enterprise as the ability to ensure its sustainable functioning in adverse external and internal business conditions. That is, the economic security of an enterprise is determined not only by its protection from factors of an unstable economic environment, but also by ensuring sustainable functioning under the influence of these factors.

The synergistic approach to defining the essence of the concept of "economic security of an enterprise" determines that the synergy effect is achieved by forming a state of protection of business processes from the influence of threats.

The protective approach forms the concept of "economic security of an enterprise" from the point of view of the protection of the enterprise from negative influences and threats of the external and internal environment. Accordingly, the peculiarity of determining the economic security of an enterprise in accordance with the protective approach is to take into account the factors of the external and internal environment, economic protection from which is the main task of the economic security of an enterprise.

Chapter 2. Economic security management system of a modern publishing and printing enterprise

The functioning of publishing and printing enterprises in the modern economic, technological and social environment is accompanied by numerous threats, which are classified according to their source of origin into external and internal. A large number of risks are due to the inter-industry nature of the activity, the dynamics of technological changes, resource dependence, the need to comply with legal norms, as well as the specifics of human resources management. Among the main external threats, macroeconomic instability should be highlighted. Inflationary processes, currency fluctuations, rising prices for energy and logistics services directly affect the cost of products and the ability of the enterprise to maintain a stable pricing policy. In the event of instability in the market for raw materials – in particular, paper, paints, polymeric materials – the enterprise risks facing a shortage or unfavorable supply conditions, which requires strategic planning of purchases and the formation of reserves.

Political and regulatory uncertainty is also a source of external threats. Changes in legislation, increased tax burdens, the introduction of new environmental standards or changes in the procedure for public procurement can change market conditions, create additional barriers to entry, or make certain types of products economically unprofitable. For enterprises working with educational or political literature, regulatory risks are even more significant, as they may relate to the content of products.

External threats also include increased competition, in particular from digital solutions. The development of electronic publications, online platforms, and accessible mobile applications significantly reduces the demand for traditional printed products. This requires enterprises to adapt business models, develop digital directions, and search for new niches in the market. Competition can also manifest itself in dumping by large players with a large technical base and financial resources. In addition, the risks of cyber threats are increasing in the modern information environment. Leakage of confidential data, attacks on computer systems, blackmail, attempts to break commercial agreements – all this is part of the new reality in which publishing and printing companies operate. The lack of a developed cyber protection system can lead to financial losses, reputational damage, or even the cessation of economic activity [11-13].

Internal threats include, first of all, management errors. Insufficient strategic planning, inefficient use of resources, errors in budgeting, weak anti-crisis policy – all this can lead to a decrease in the financial stability of the enterprise. In conditions of high capital intensity and dependence on technology, even minor management miscalculations have major consequences.

An important source of internal threats is the personnel factor. Lack of qualified personnel, staff turnover, unsatisfactory internal motivation, weak

leadership, lack of corporate identity – all this weakens the security potential of the enterprise. Particularly dangerous are cases of internal fraud, dishonest performance of duties or disclosure of commercial information. The complexity of the production process also creates internal technical risks. Equipment breakdowns, software failures, untimely maintenance are factors that can paralyze production for several days and cause significant losses. High dependence on imported equipment and its maintenance only increases vulnerability.

Information risks are also present at the internal level. A disorganized document storage system, the lack of clear information circulation protocols, a weak access control policy for confidential files – all this creates the prerequisites for losses and violations of information security. In turn, this negatively affects interaction with partners, government agencies and customers.

Internal threats also include financial risks associated with negligent record-keeping, violation of payment schedules, and ineffective management of receivables. All of these problems, even in an externally stable market situation, can cause a shortage of working capital and loss of solvency.

In general, the number of external and internal threats to publishing and printing enterprises is constantly growing. This process is a consequence of the integration of the industry into global economic, digital and regulatory processes, which makes its functioning sensitive to the slightest disruptions. Therefore, only a systematic, integrated and proactive approach to economic security management can guarantee the stability of the enterprise, increase its competitiveness and ensure security development in the long term [14-15].

The economic security management system of a publishing and printing enterprise should be based on the principles of comprehensiveness, proactivity, strategic planning and constant monitoring of threats. It provides for the coordinated functioning of all elements of the management mechanism – financial, production, information, legal and personnel blocks, aimed at ensuring the stability of the enterprise.

One of the first steps is to conduct diagnostics of the current state of economic security. This includes the identification of internal and external threats, analysis of financial reporting, assessment of risks in supply, competitive environment, technical condition of equipment. Based on these data, a picture of the overall level of security potential is formed, which allows making informed management decisions. The formation of an economic security management strategy involves determining the goals, objectives and priorities of security activities. In our opinion, the strategy should be flexible and adaptive, focused on both short-term stabilization and long-term security development. In particular, we are talking about plans for modernization of equipment, expansion of sales channels, and increasing digital resilience.

The next step is the organizational support of the management system. It is advisable to create a unit or a responsible person who coordinates security activities at the enterprise. This approach allows you to quickly respond to threats, interact with other units, and ensure the integrity of the management system.

Financial management in the context of economic security includes the formation of reserve funds, diversification of income, control over expenses, optimization of the capital structure. It should be noted that the lack of financial resources at a critical moment is one of the main reasons for the loss of economic stability. Therefore, the management of liquidity, credit risks and investment flows should be under constant control.

The personnel aspect of management involves the selection of personnel taking into account security risks, a system of training and retraining, and the creation of internal corporate responsibility. We believe that improving the skills of personnel in working in crisis situations should become a mandatory part of management policy. No less important is the management of information flows. This covers both internal document flow and interaction with partners, customers, and government agencies. The system should include elements of commercial and confidential information protection, access management, and analysis of cyber threats. In modern conditions, economic security is impossible without an effective IT environment.

The legal support of the management system consists in the formation of contractual policy, compliance with legislative norms, protection of intellectual property rights. Special attention is paid to preventing legal conflicts and risks of loss of assets due to lawsuits, sanctions or changes in regulatory policy. Innovation management plays an increasingly important role. The use of new printing technologies, process automation, digital services – all this contributes to increasing competitiveness and, accordingly, the level of economic security. Security development requires investments in innovation and partnerships with scientific and technical institutions.

Thus, the economic security management system of a publishing and printing enterprise is multi-level, dynamic and must be flexibly adapted to changes in the internal and external environment. Only under the conditions of strategic vision, prompt response and a comprehensive approach can the sustainability and competitiveness of the enterprise be ensured.

In the management of the economic security of an enterprise, the relevant system plays a decisive role, which led to the emergence of such a subject area as system development in economic security.

Digitalization is fundamentally changing the functioning of publishing and printing enterprises, transforming not only technological processes, but also the economic security management system. In the conditions of digital transformation, security activities cease to be a purely administrative function

and acquire the features of a high-tech, analytical and integrated system for responding to threats.

The first and most obvious aspect of digitalization is the introduction of automated production control systems. This allows you to reduce the human factor, optimize the use of resources, reduce losses and increase productivity. Automation ensures the accuracy of operations, and therefore – reduces the risks of defects and technological errors, which has a positive effect on economic security [16-17].

Digital tools also provide a new level of control over financial flows. ERP systems, analytical panels, CRM platforms allow you to track expenses, income, inventory turnover in real time. This makes it possible to quickly identify financial anomalies, predict risks, and make informed decisions. Thus, digitalization strengthens the financial security of the enterprise.

Another aspect is digital document management. The transition from paper to electronic media not only speeds up internal processes, but also significantly increases information security. Thanks to encryption, multi-level access, change logs, you can effectively protect commercial and confidential information, which is the basis of economic security in competitive conditions [18-20].

Digitalization opens up new opportunities for monitoring security indicators. Thanks to Business Intelligence systems, the enterprise can analyze key risk indicators in real time: equipment downtime, deviations in order volumes, lack of resources, and logistics failures. This approach provides proactive management, where problems are not identified after the fact, but are prevented at the stage of their emergence. In addition, digital platforms allow you to form and store knowledge bases – instructions, algorithms for actions in crisis situations, recommendations on security procedures. This is especially important for the formation of a single information environment where each employee has access to current regulations. In our opinion, this strengthens internal discipline and promotes consistency of actions in critical situations. Modern digital solutions allow you to implement the concept of security development as a continuous improvement process. For example, a regular audit of the security system based on digital indicators allows you to identify weaknesses and develop plans to neutralize them. This turns economic security management into a dynamic function integrated into the overall strategy of the enterprise. Digitalization also contributes to the development of remote management – the ability to control processes at a distance, in conditions of mobility or emergencies. This increases the enterprise's resilience to external challenges, in particular pandemics, military threats, energy failures. Economic security in the modern world requires such adaptability. However, digitalization also creates new risks – cyber threats, attacks on servers, blackmail, database hacking. That is why economic security management

should include a cyber security unit, an audit of digital systems, software updates, and training personnel on digital hygiene. We believe that without this, digitalization will turn from a tool for strengthening security into a source of vulnerabilities. In summary, we can say that digitalization not only modernizes production, but also significantly changes the logic of economic security management. It provides new tools for control, analysis, and forecasting, but at the same time requires new competencies, a new management structure, and a security culture. Without digital approaches, it is impossible to ensure the sustainable security development of a modern publishing and printing enterprise (Table 3).

Table 3

The key parameters of the economic security management system of a publishing and printing enterprise

<p>Analytical and Diagnostic Parameter</p> <p>This parameter encompasses a systematic assessment of both the internal and external environment of the enterprise to identify potential threats to economic security. It involves regular monitoring of financial indicators, the technological condition of production capacities, personnel stability, contract compliance, as well as analysis of market trends, regulatory changes, and competitive dynamics</p>		
<p>Organizational and Institutional Parameter</p> <p>This parameter ensures the formal integration of economic security management into the enterprise’s organizational structure. It includes the allocation of responsibilities among departments, the establishment of dedicated security positions or committees, and the development of internal procedures for interaction, reporting, and control</p>	<p>The economic security management system of a publishing and printing enterprise</p>	<p>Technical and Information Parameter</p> <p>This parameter involves the technical, digital, and informational infrastructure that supports the economic security system. It covers the implementation of software and hardware solutions for operational monitoring, access control to commercial data, protection of intellectual property, processing of digital orders, and secure data storage</p>
<p>Personnel and Motivation Parameter</p> <p>This parameter emphasizes the role of employees as carriers of the enterprise’s security potential. It includes hiring policies, professional development, the cultivation of ethical behavior, incentives for adherence to security procedures, and mechanisms to prevent insider threats</p>		

Source: formed by the author

In conclusion, it can be stated: digitalization not only modernizes production, but also significantly changes the logic of economic security management. It provides new tools for control, analysis, forecasting, but at the same time requires new competencies, a new management structure and a security culture. Without digital approaches, it is impossible to ensure the sustainable security development of a modern publishing and printing enterprise. The economic security system of an enterprise in general is a complex of heterogeneous elements, which together provide an important condition for the activity and development of the enterprise – economic security. The composition of such elements and their content, as well as the nature of the relationships between them, requires research. According to existing points of view, in the most pragmatic presentation, the economic security system at the most visual level is most often considered as a set of measures aimed at ensuring the economic security of the enterprise. At the same time, despite the importance of a pragmatic view of the functioning of the economic security system, it should be noted that in this understanding there is almost no epistemological and analytical level in understanding the system. Therefore, while maintaining the pragmatic orientation of the definition, it should be noted that the content of the concept of “system of ensuring the economic security of an enterprise” requires deepening and clarification.

The system of management of the economic security of an enterprise should be considered as a set of organizational relations of the subjects of protection, which reflect the logic of their behavior when implementing interrelated targeted actions of an organizational, legal and economic nature to protect the security objects of the enterprise in accordance with the concept of economic security adopted at the enterprise and the corresponding policy that implements its provisions.

In the given definition, the concept of “system of management of the economic security of an enterprise” is used to denote the organizational relations of the subjects of protection, which are formed in the course of compliance with a set of rules, standards, procedures, algorithms and norms that objectify a comprehensive approach to ensuring the economic security of an enterprise and are used at the enterprise to strengthen its ability to identify threats to its activities, avoid them or overcome the consequences of their implementation.

The given definition of the concept of “enterprise economic security system” is constructive, since it provides the purpose of the functioning of this system from the point of view of its users. Such a definition serves as the basis for characterizing the features, properties of the enterprise economic security system and formulating requirements for it, which can be useful for designing the system, organizing its functioning and managing it.

Conclusions

Managing the economic security of publishing and printing enterprises in modern conditions requires a systemic, multifaceted and strategically oriented approach. Given the dynamic transformations taking place in the field of printing, information dissemination and communication with consumers, enterprises in this industry are faced with numerous challenges, among which the key ones are resource dependence, digital competition, instability of demand, cyber threats, lack of qualified personnel and threats from the external information environment. These threats require not only a response, but also a proactive management policy that will ensure the stability and adaptability of the enterprise to changing conditions.

Security activities in the field of publishing and printing production turned out to be multi-level in nature. It covers technical, financial, information, legal, personnel and environmental aspects of the functioning of the enterprise. Each of them contains potential threats that can affect both short-term efficiency and long-term stability. That is why economic security should be considered not as an additional function, but as a key component of the entire enterprise management system. Its task is not only to neutralize threats, but also to form the potential for independent growth in the face of risks. The quality and structure of management decisions are of critical importance in ensuring economic security. Since a publishing and printing enterprise operates in conditions of fierce market competition and often has a limited resource base, any management decision must be balanced, adaptive to external changes and based on accurate data on the internal and external state of the enterprise. Strategic planning, building reserves, risk analysis, forecasting development scenarios – all this should become elements of the daily practice of the management apparatus.

The key role in forming the security potential of a publishing and printing enterprise is played by personnel. Employees are not only performers of production tasks, but also carriers of knowledge, responsibility, corporate values, and dedication. The qualifications of personnel, their readiness to work with modern equipment and digital platforms, the ability to effectively interact with colleagues and clients form the basis of the stability of production processes. Without due attention to the hiring of personnel, the system of advanced training, motivational mechanisms and labor discipline, the enterprise loses the ability to operate smoothly, especially in times of crisis.

The presence of a clearly structured personnel policy taking into account a risk-oriented approach is an integral part of economic security management. The development of standards for selection, certification, and employee performance evaluation should be accompanied by the implementation of an internal control system that allows identifying potential threats from personnel – both unintentional and intentional. The formation of a positive psychological

climate, stimulating initiative, the introduction of ethical codes and mechanisms for protecting whistleblowers are also important components of the safe development of the enterprise's personnel structure.

Digitalization plays an ambivalent role in the security activities of a modern enterprise. On the one hand, it is a powerful tool for increasing productivity, optimizing costs, minimizing errors, as well as forming digital analytics that allows predicting the behavior of the market, consumers, and competitors. On the other hand, digitalization opens up new vectors of vulnerability – cyber threats, database hacking, online fraud, technical errors of automated systems. That is why digital technologies must be integrated into the economic security management system in such a way as to ensure efficiency and security at the same time. The deployment of digital management systems – such as ERP, CRM, BI platforms – must be accompanied by an information security audit, software updates, the implementation of multi-level access and encryption systems, as well as personnel training to work in a digital environment. The economic security of an enterprise largely depends on how reliably it owns its digital assets and how capable it is of responding to new types of threats that arise in the information space.

An important task is to form an enterprise security strategy that combines short-term anti-crisis solutions with long-term investments in development. Such a strategy should be based on regular monitoring of external and internal risks, assessment of the financial, personnel and resource capacity of the enterprise, as well as on the development of scenarios for responding to potential threats. It is also advisable to provide mechanisms for adjusting the strategy in accordance with changes in the external environment, in particular market conditions, regulatory framework, technological trends.

The issue of anti-crisis management and the creation of reserves – financial, material, information, personnel – is becoming particularly relevant. In unpredictable conditions, such as a pandemic, hostilities, supply disruptions, only those enterprises that have internal reserves, backup strategies and a developed operational response mechanism are able to maintain their economic stability. Therefore, the reservation of resources, as an element of security policy, must be institutionally established and constantly updated. No less important is the institutionalization of security activities in the structure of the enterprise itself. This means the creation of separate positions or units responsible for managing economic security, the implementation of systems of regular risk reporting, audits, inspections, training. Such an approach ensures the integrity of the security strategy, its transparency for management and the ability to quickly correct in the presence of new challenges. In conclusion, it should be emphasized that effective management of the economic security of a publishing and printing enterprise requires a transition from a reactive to a proactive approach. Security should be considered not only as a tool for

preventing losses, but also as a factor in the formation of competitive advantages, long-term reliability, reputational stability and technological innovation. An enterprise that invests in its own security invests in its future. Summarizing the research, it can be stated that security activities, built on a systemic approach, digital integration, personnel responsibility and strategic thinking, are the key not only to economic security, but also to the comprehensive development of a publishing and printing enterprise as a full-fledged subject of the national economy.

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