

DIRECTIONS FOR ENSURING THE ECONOMIC SECURITY OF TRANSPORT ENTERPRISES

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In today's globalisation, digitalisation and increasing competition, transport businesses face numerous challenges that threaten their economic stability. Economic security is a key element of the sustainable functioning of the enterprise, especially in the transport sector, which is the basis of logistics chains, international trade and mobility of the population. Ensuring economic security involves not only protection from external and internal threats, but also the formation of strategic resilience to market changes, political risks and technological transformations.

The relevance of the study is due to the growing instability of the economic environment, hostilities, energy crises and changes in legislation that directly affect the transport industry. Transport enterprises are often at risk due to dependence on fuel and energy resources, infrastructure constraints and fluctuations in demand. In the context of constant changes, there is a need for a systematic approach to ensuring economic security, including financial stability, innovative development, risk management and personnel policy.

The following areas of ensuring the economic security of transport enterprises are proposed for consideration and analysis:

- financial stability and cost management;
- innovative development and digitalization;
- risk management and crisis planning;
- personnel policy and personnel development;
- diversification of services and markets.

We will conduct a detailed economic analysis of the directions we propose for practical use.

1. Financial stability and cost management.

Financial stability is the foundation of economic security. Transport enterprises must ensure effective cash flow management, cost optimization and control over accounts receivable. The introduction of budgeting systems allows you to forecast income and expenses, reducing the risks of a shortage of funds. Analysis of financial ratios (liquidity, profitability, asset turnover) allows you to assess the current state of the enterprise. It is also important to form reserve funds to cover unforeseen expenses. Reducing fuel, repair and logistics costs through process automation helps to increase profitability. Rational use of credit resources and attraction of investments is another way to financial stability. The implementation of internal audit systems allows you to detect financial irregularities and prevent fraud.

2. Innovative development and digitalization.

Innovation and digital technologies are the driver of competitiveness of transport enterprises. The introduction of GPS monitoring, electronic document management, CRM systems and automated transportation management platforms allows you to reduce costs and improve the quality of service. Digitalization contributes to the transparency of business processes and quick management decision-making. Investments in innovations ensure the long-term stability of the enterprise to market changes. The introduction of environmentally friendly

technologies (electric vehicles, hybrid engines) allows you to reduce dependence on traditional fuels. The development of mobile applications for customers improves interaction and loyalty. Digital platforms allow you to integrate transport services with other sectors of the economy. It is also important to ensure cybersecurity, as digital systems become the target of attacks.

3. Risk management and crisis planning.

Risks in the transport industry can be financial, technical, legal and social. Effective risk management involves their identification, assessment and development of response measures. The creation of anti-crisis plans allows you to quickly adapt to changes in the environment. It is important to have asset, cargo and liability insurance. Analysis of scenarios helps to predict consequences and minimize losses. The implementation of risk monitoring systems allows you to quickly respond to threats. Cooperation with government agencies and international partners helps to increase resilience. It is also important to consider reputational risks that can affect customer trust. Regular updating of anti-crisis strategies in accordance with changes in legislation and the market is a necessary condition for economic security.

4. Personnel policy and personnel development.

Human capital is a strategic resource of a transport enterprise. Effective HR policy involves the selection of qualified employees, their motivation and professional development. The implementation of a continuous learning system allows you to adapt personnel to new technologies and market requirements. Creating a favorable social climate reduces staff turnover. It is also important to ensure occupational safety and social protection. Motivational programs (bonuses, bonuses, career growth) help increase productivity. Attracting young specialists through internships and partnerships with universities is an investment in the future. The implementation of HR analytics allows you to predict personnel needs and optimize costs. Personnel stability is the key to the effective functioning of the enterprise in the face of changes.

5. Diversification of services and markets.

Diversification allows you to reduce dependence on one type of activity or market. Transport companies can expand the range of services — freight, passenger transportation, logistics solutions, express delivery. Entering new geographic markets reduces the risks associated with local crises. Cooperation with international partners opens up access to new technologies and investments. The introduction of multimodal transportation allows you to optimize logistics chains. Diversification of the customer base reduces the risks of losing key customers. It is also important to adapt services to the needs of different market segments. Marketing research helps to identify new opportunities for development. Flexibility in the formation of tariffs and terms of cooperation is an additional advantage in a competitive environment.

Further scientific research in the field of economic security of transport enterprises can be focused on the following aspects:

- development of integrated models for assessing economic security, which take into account financial, technological, personnel and foreign economic factors;
- analysis of the impact of digital technologies on the effectiveness of risk and cost management;
- assessment of the role of state policy and regulatory environment in the formation of a safe business climate for the transport industry;
- study of the relationship between environmental safety and economic sustainability of transport enterprises;
- development of mechanisms for adaptation to force majeure, in particular hostilities, pandemics, energy crises;
- study of international experience in ensuring economic security in the transport sector and the possibility of its implementation in Ukraine.

Ensuring the economic security of transport enterprises is a multifaceted process that covers financial, technological, personnel and strategic components.

Each of the directions plays an important role in the formation of the enterprise's resilience to external and internal threats. An integrated approach to economic security management allows not only to maintain stability, but also to ensure development in the long term.

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