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MANAGING THE ECONOMIC SECURITY OF ENTERPRISES IN COOPETITION

Purpose. Formulation of the main conditions for the emergence of cooperatives, study of its features in the perspective of economic security of cooperative enterprises and its inherent specific risks, definition of basic measures to ensure economic security in the cooperative.

Methodology. The study used general and special research methods: the method of critical analysis, scientific abstraction and generalization of scientific experience of modern theoretical research, system-integrated approach.

Findings. From many economic factors, the main conditions for the emergence of coopetition are distinguished; its features are identified, which can significantly affect the level of economic security of cooperative enterprises. The existing organizational and legal forms of association of enterprises with different degrees of strength and development of structural and functional relations in the application of coopetition and their classification are studied. Specific risks of economic security of business activity at cooperative are defined. Based on the research, a list and content of the main measures to ensure economic security in the cooperative are formulated.

Originality. The given definition of co-operation, in contrast to the existing ones, reveals its security essence as a strategy of coopetition, which allows optimal use of resource potentials of interdependent entities of consolidated management structures with respect to the acceptable level of their economic security. The features and specific risks of coopetition identified in the article in the perspective of economic security of cooperating enterprises allow adjusting the task of increasing the level of their protection, and contribute to the development of a strategy for maximum security of coopetition of interconnected business structures. A methodological approach was further developed to choosing organizational and legal forms of establishing enterprises with different capacity and development of structural and functional links when applying cooperation.

Practical value. Theoretical provisions of the study on specific risks and the content of the main measures to ensure economic security can be used in strategic and tactical planning of enterprises in coopetition.

Keywords: *economic security, coopetition, risk, management, organizational and legal forms of association*

Introduction. Exacerbation of competition in domestic and international markets between enterprises of all activities, sizes and forms of ownership is caused by the destruction of supply and marketing chains due to the loss of significant partner segments in Russia and some CIS countries after 2014, negative economic impacts of the COVID-19 pandemic, global institutional and social transformations. Fluctuations in business relations between economic entities are exacerbated by reintegration processes and the crisis of mutual assistance taking place in the EU. This requires the search, development and implementation of new business coexistence strategies in order to obtain economic benefits and ensure a sufficient level of economic security for each business entity and the business sector as a whole.

Literature review. The concept of cooperation was first used in the work “Coopetition” by A. Branderburger, B. Nalebuff (1998): “on the strategy of games that change the rules of business”. This work did not contain clear scientific calculations; however, in a popular form, using examples, it proved the need to find mutually beneficial coexistence between competitors. The scientific works by R. Lau “Strategic flexibility: A new reality for world-class manufacturing” (1996), J. Luo “Toward cooperation within a multinational enterprise: a perspective from foreign subsidiaries” [1] consider the interaction of subsidiaries in search of synergetic collective benefit, while competing for parent resources, corporate support, systemic

authority and market expansion. In his work “Social structure of “cooperation” within a multiunit organization: Coordination, competition, and intraorganizational knowledge sharing” (2002), V. Tsai also explores the effectiveness of coordination mechanisms for knowledge exchange in intra-organizational networks, which consist of both common and competitive relations between organizational units. He argues that the formal hierarchical structure of business with centralized management has a negative impact on information flows, and informal relations between competing units in the form of social interaction have a significant positive impact on their efficiency in terms of market share rather than internal resources. A. Rossi [2] argues that coopetition is a state-of-the-art strategy of cooperation, which allows fully using the potential of interdependence of entities (firms, governments, suppliers, customers, scientists and partners) in modern global scenarios. It reveals the impact of cooperation on the overall development of strategic management and management practice. Modern research increases the knowledge base of cooperation in various areas. Thus, M. Bengtsson in [3] proposes an algorithm for using models of behavior at different levels of cooperation of hierarchical structures; S. Dorn in [4] consolidates current knowledge about cooperation and presents it at different levels of analysis according to its phase model.

Due to the relative novelty of the problem and the constant complication of the tasks of managing integrated economic structures, most of the scientific works by modern economists

(among them: D. Gnyavali [5], I. Geets [6], J. Cast, K. Gundolf [7], A. Tidstrom, A. Rajala [8], and others) are devoted to the substantiation of directions and methods of in-depth study of competitive coexistence. Thus, R. Bounken in [9] identifies several modern promising areas of research on cooperation, involving the inter-organizational flow of knowledge, while a comprehensive bibliographic analysis of the structural and functional environment of the formation and development of the theory of cooperation conducted by H. O. Shvindina in [10] confirms the progressive attention of scientists to it and the increase in the number of cases of practical application of its postulates.

Unsolved aspects of the problem. It can be stated that most aspects of enterprise co-operation at all levels of economic coexistence, unfortunately, have not yet been sufficiently studied. In particular, this applies to the accumulation of knowledge about ways and means to achieve a positive effect from cooperation and economic benefits from the joint provision of certain areas of economic security.

Purpose. The purpose of the article is to formulate the main conditions for the emergence of cooperation, study its features in the perspective of economic security of co-operative enterprises and its inherent specific risks, determine the main measures to ensure economic security in the cooperation.

The object of study is the economic, managerial and regulatory processes of economic entities in their operation in terms of cooperation.

The subject of the study involves methodological, theoretical and practical aspects of economic security management of economic entities.

Methods. The study used general and special research methods: the method of critical analysis, scientific abstraction and generalization of scientific experience of modern theoretical research, system-integrated approach.

Results. The analysis of existing scientific sources allows us to distinguish the main conditions for the emergence of cooperation from many economic factors:

- strategic coincidence of business interests of enterprises on the basis of production of complementary goods or services;
- short-term situational coincidence of business interests on the basis of production of substitute goods or services;
- logistical requirements for optimizing the production and sale of goods or services;
- the organic nature of cooperation between cooperating enterprises – the need to coordinate business activities in order to obtain maximum mutual benefits and competitive advantages over other market participants.

Existing definitions of cooperation, in particular in [10, 13] do not reflect the security essence of the management of consolidated structures in the implementation of modern global scenarios.

Given this, cooperation is a strategy of cooperation that allows optimal use of resource potentials of interdependent entities of consolidated management structures in compliance with the acceptable level of their economic security.

The strengths and weaknesses of enterprise cooperation have already been discussed in [10, 11]. Its features should be noted that can significantly affect the level of economic security of cooperating enterprises:

- change in the format of interactions in inter-organizational relations of managers;
- instability of cooperation policy;
- variety of directions of development of cooperation and structural and functional relations between enterprises;
- the need to formalize competitive structures with an increase in the number of enterprises or market segments, even in the short term;
- specific readiness of industrial enterprises of Ukraine for branch cooperation;
- the dependence of the possibility of cooperation on the reactivity of top management (human factor).

The variety of directions of development of cooperation leads to different organizational and legal forms of association of enterprises (Fig. 1) with different degrees of strength and development of structural and functional ties.

The data on the number of legal entities by the main organizational and legal forms of cooperation, presented in Fig. 2, give grounds to claim that over the past 5 years (from 2016 to 2020) the total number of associations of enterprises by the main organizational and legal forms increased by 5.5 % (from 3 159 to 3 332 units).

However, today the number of business associations is 26 % less (3 332 units against 4 514 units) than in 2014. There is a heterogeneous structure of business associations and different growth rates of their number.

The largest number of enterprises during the study period chose the form of cooperation in associations (2 486 units on 01.2021) and corporations (555 units on 01.2021). However, the number of corporations decreased by 1.6 % (and 33.6 % compared to 2014) over the period from 2017 to 2021 and the number of associations increased by only 2.7 % (their number remained lower in 2020 by 23.2 % than in 2014) over the same period. Instead, the number of consortia increased by 51.2 % in 2020 compared to 2017, and by 11.7 – compared to 2014. Decrease in the number of concerns (from 350 units in 2014 to 186 units in 2020) somewhat slowed down in the study period

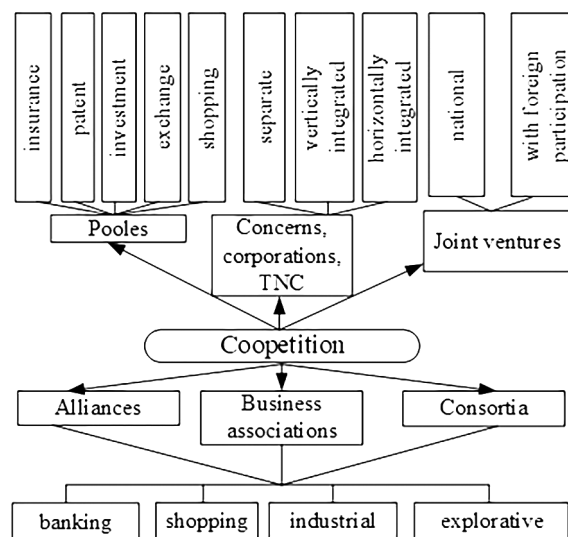


Fig. 1. Organizational and legal forms of cooperation of enterprises

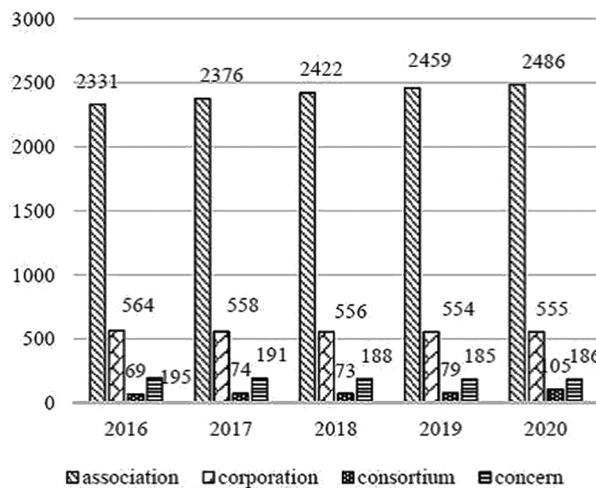


Fig. 2. Number of legal entities by organizational and legal forms, units [12]

(reduction rate of 4.6 % from 2016 to 2020 compared to 44.3 % from 2014 to 2017).

Despite the increase in total investment in Ukraine's economy compared to 2014 (192.2 %), there has been a negative trend of declining investment in the main sources of funding since 2018 (Fig. 3).

The main reasons for this are:

- high level of domestic and foreign debt, deepening social stratification. Emergency and incentive measures led to the fact that the already high public debt reached an unprecedented level (as of 31.12.2020 the total public debt of Ukraine amounted to UAH 2 551 935.6 million, including: external debt – 1 518 934.8 million. UAH, internal – 1 033 000.8 million UAH [16]), while the tax base is eroded or changed;
- a sharp decrease in international trade (Fig. 4), external and internal labor migration due to the long pandemic;
- constant and consistent erosion of institutions, reduction or cessation of the system of checks and balances and outright disregard for transparency;
- the deepening crisis in most sectors of the economy caused COVID-19, exacerbated by the political collapse of public authorities.

The above forces companies to seek new forms of cooperation, or to resort to such forms of cooperation that do not require complete financial dependence of the participants, but provide significant advantages over self-management.

The knowledge base on the co-operation of enterprises is not yet sufficiently formed, but allows determining the main measures to ensure economic security in the co-operation (Fig. 5).

Lobbying is to promote the interests of cooperators through government agencies, influence groups and the media, which will lead to decision-making, forming a public position that will increase profits (reduce costs) of cooperators or strengthen their position in a competitive market. Unfortunately, a civilized institute of lobbying has not yet been established in Ukraine, although such work has been underway at

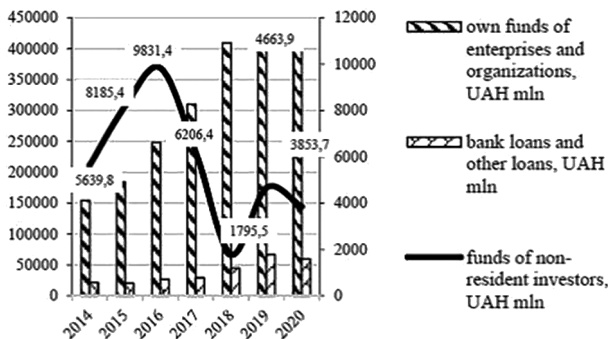


Fig. 3. Capital investments by sources of financing for 2014–2020, UAH mln [13]

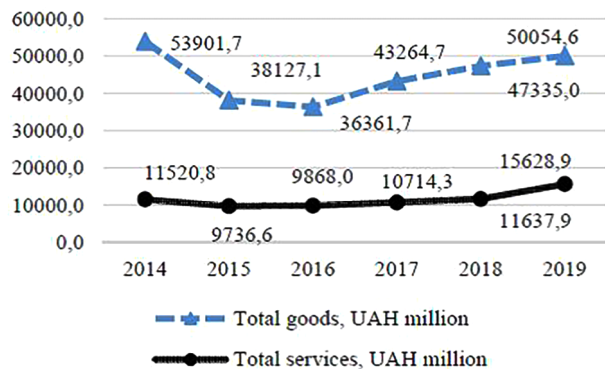


Fig. 4. Dynamics of exports of goods and services from Ukraine in 2014–2019 [12]

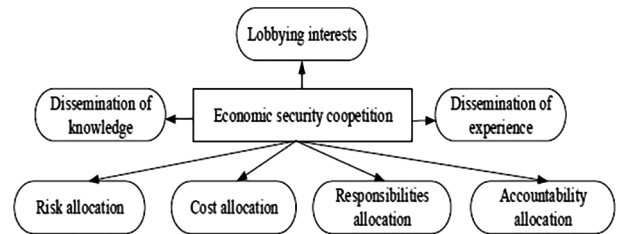


Fig. 5. Measures to ensure the economic security of enterprises in their cooperation

the legislative level since 2016. To date, the Verkhovna Rada of Ukraine has registered several bills aimed at regulating lobbying in Ukraine. The main ones are: “On lobbying” (No. 5144 dated 20.09.2016), “On lobbying” (No. 5144-1 dated 05.10.2016), “On public advocacy” (No. 5661 dated 19.01.2017), “On ensuring transparency and legality of communication with the subjects of power” (No. 7129 of 20.09.2017), “On state registration of sub-lobbying and lobbying in Ukraine” (No. 3059 of 11.02.2020), “On lobbying” (No. 3059-1 of 28.02.2020). However, due to political intrigues in the authorities, all business lobbying issues are still resolved unofficially through corruption schemes.

The spread of technology between cooperating enterprises is mutually beneficial: on the one hand, enterprises are exploring new opportunities for production and improving the quality of products and services, on the other – their partners receive additional markets for labor and sales. At the same time, new aspects of ensuring the economic security of the members of the cooperative, which are not inherent in self-management, appear. These include the need to assess economic risks and losses in technology transfer, determine the degree of protection of partners from industrial intelligence, the need for additional measures to monitor compliance with the technology, taking into account the socio-ethnic and production characteristics of partners and more. Dissemination of knowledge and experience between partners has a special role in the process of ensuring economic security in cooperation. On the one hand, they are interested in the maximal advancement of economic security of the joint business; on the other hand, considering the paradoxical nature of cooperation, they give a minimal base of knowledge to insure it.

In addition to the main risks inherent in self-management, cooperation creates specific, unique risks.

In their works, Ukrainian and foreign scientists pay attention to specific threats from the implementation of cooperation. The most significant risks that result from the reflection of these threats are presented in Fig. 6:

- risk of loss of individual value of knowledge – knowledge transfer has a negative impact on those who provide it [10];
- risk of loss due to unscrupulous partnership – the potential for partners to choose selfish behavior in terms of benefits and costs, obtaining resources or benefits outside the framework specified in the agreement, violation of integrity and business partnership;
- risk of loss due to opportunism of top management;

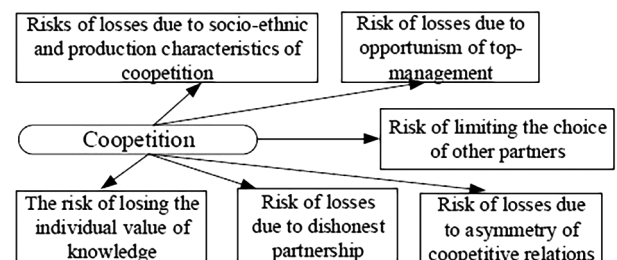


Fig. 6. Specific risks of cooperation

- the possibility of employees' independent and conscious choice of the management of the cooperative conservative-radical line of conduct in favor of its individual members in order to obtain personal benefits, or due to lack of skills and lack of experience in such structures;

- risks caused by socio-ethnic and production characteristics of the cooperative – business processes can be significantly affected by religious and moral and ethical preferences, age and gender heterogeneity of labor, features of national labor legislation, difficulty of access and exhaustion of necessary resources, and others;

- the risk of loss due to the asymmetry of cooperative relations – the heterogeneity and unevenness of capital and resources can lead to conflict in obtaining effective benefits;

- the risk of restricting the choice of other partners – the cooperative agreement may prohibit or limit the range of possible business partners due to the commercial interests of one of the parties.

The variability in the distribution of risk, the distribution of costs, the distribution of duties and the distribution of responsibilities depends on the organizational and legal form of cooperation chosen by business entities.

Due to the co-operation the reduction of the damage caused to the enterprise by realization of risks is provided. When indicating the total prevented damage through \bar{W} , and the prevention of the implementation of the i^{th} threat through $\bar{\omega}_i$, where

$$\bar{W} = f(\bar{\omega}),$$

it is possible to formulate the task of cooperation in general: it is necessary to choose the best option about organizational and legal form cooperation V_{opt} , which minimizes losses from threats at the allowable costs of the enterprise for economic security, i. e.

$$V_{opt} = \arg V(\bar{W}_{max}) = \arg V(\bar{C}_{dop}),$$

at

$$\text{cod } C(V) \leq C_{dop},$$

here V is a vector that characterizes the variant of organization of structural and functional connections in the application of cooperation; \bar{C}_{dop} is eligible costs for economic security of the cooperating enterprise.

Solving the problem of cooperation involves the formation of an indicator of the quality of economic security $V(\bar{W})$, i. e. the calculation of the vector of total precautionary damage \bar{W} .

Formula describing the prevented damage $\bar{\omega}_i$ from the implementation of the i^{th} threat in the cooperative has the form

$$\bar{\omega}_i = P_{ilos} \cdot q_{ilos} \cdot P_{ilos}^{prev},$$

here q_{ilos} is losses from the implementation of the i^{th} threat; P_{ilos}^{prev} is the probability of preventing the implementation of the i^{th} threat.

Probability of the i^{th} threat P_{ilos} is determined statistically and corresponds to the relative frequency of its occurrence

$$P_{ilos} = \frac{\lambda_i}{\sum_{i=1}^n \lambda_i} = \bar{\lambda}_i,$$

here λ_i is frequency of occurrence of the i^{th} threat of losses.

Determining the quality of economic security in cooperation $V(\bar{W})$ is possible by using the fuzzy set method

$$V(\bar{W}) = \sum_{i=1}^n \sum_{j=1}^k \bar{\lambda}_i \cdot q_i \cdot \alpha_{ij} \cdot \bar{x}_{ij} + \sum_{i=1}^n \sum_{j=k+1}^m \bar{\lambda}_i \cdot q_i \cdot \alpha_{ij} \cdot \mu(x_{ij}),$$

here $\alpha_{ij} = \frac{\partial P_{ilos}^{prev}}{\partial x_{ij}}$; \bar{x}_{ij} is the degree of fulfillment of the j^{th} requirement to eliminate the i^{th} threat.

The integrated indicator of economic security of the enterprise in cooperation should be adjusted to take into account the impact of cooperative threats.

The complexity of the organization of the process of ensuring the economic security of the enterprise in cooperation is the emergence of uncertainties of a non-stochastic nature, which are due to:

- the presence of targeted opposition from the competitive environment, which is not part of the cooperation and whose actions are difficult to study and analyze due to limited information available;

- insufficient theoretical and methodological basis of economic security of enterprises in their cooperation due to the relatively short period of existence of this form of organizational and economic relations;

- vague, in most cases, the idea of the real purpose and directions of economic security of enterprises in cooperation, which leads to a vague interpretation of the actual result of the defined.

The complexity of the study of the process of ensuring the economic security of enterprises in their cooperation is exacerbated by the great uncertainty of economic conditions. Therefore, the methods for ensuring the economic security of the enterprise do not have the property of a unique solution, whose efficiency and optimality are determined by the degree of consideration of the constraints specific to a particular situation.

To increase the degree of correctness of the tasks for the organization of a dynamic process of ensuring the economic security of the enterprise, it is necessary to accumulate a knowledge base about cooperation in changing economic conditions. Obtaining and using the knowledge should be performed directly in the process of functioning of the enterprise by gradual accumulation of necessary information, analysis and its use for effective performance of the set target function by the system of economic security in changing conditions of the internal and external environment.

The known mathematical models used to describe the process of economic security of enterprises may not give the desired result in terms of cooperation. Therefore, it is necessary to adapt existing or develop new ones, focused on the specifics of cooperative processes, methods and tools for modeling the economic security of enterprises. At the same time especially significant and important ones from the point of view of realization of the purpose of cooperation methods and influences are considered.

Research on cooperative processes necessary to ensure economic security should be carried out in such a way as to ensure the ability to make timely and reliable decisions to ensure the economic security of enterprises and their adjustment in the management process.

Solving the problems of ensuring the economic security of enterprises in cooperation requires the gradual implementation of the following basic studies.

1. Development of principles, methods and means of reducing the dimensionality of the description of the process of ensuring the economic security of enterprises in cooperation, including:

- analysis of the strength and development of structural and functional relations between enterprises or their structural units in the application of cooperation, determining their suitability for the tasks;

- analysis of the dynamic characteristics of the tasks;

- analysis of correlations between members of the cooperative, which are the results of solving individual problems;

- selection on the basis of the analysis of set of tasks, the result of the decision of each of which allows defining one of the controlled parameters of process of maintenance of economic safety of the enterprises.

2. Development of methodology, methods and means of solving problems of economic security of enterprises in cooperation in conditions of uncertainty, including:

- research on questions of correctness of statement of tasks at insufficiently detailed coordination of final intentions and the purposes of cooperators in fast-changing conditions of the competitive environment;

- study of the use of uncertainty (incompleteness, low reliability, and so on) of the initial data in solving problems of economic security.

As a result of the development, requirements and recommendations should be formulated for the rational organization of the structure of cooperation in the perspective of the requirements of economic security.

Conclusions. Cooperation, like any other form of cooperation and coexistence of economic entities, opens new ways and opportunities for business development and maintaining positive economic progress. The existing bank of knowledge about cooperation does not contain scientific works that highlight the security of management of consolidated structures in the implementation of modern global scenarios. Along with new practical aspects in approaches to the creation of public goods, cooperative relations create a number of new threats and problems that were not previously inherent in the economy of enterprises. This necessitates the development of methodology and practice for ensuring the economic security of interconnected business entities, making changes to the theory of key competencies, strengthens the relevance of further search for ways to minimize the negative effects of competition and cooperation and maximize their positive effects. The given definition of co-operation, in contrast to the existing ones, reveals its security essence as a strategy of cooperation, which allows optimal use of resource potentials of interdependent entities of consolidated management structures with respect to the acceptable level of their economic security.

The features and specific risks of cooperation identified in the article in the perspective of economic security of cooperating enterprises allow adjusting the task of increasing the level of their protection. The proposed main measures to ensure economic security in cooperation contribute to the development of a strategy for maximum security of cooperation of interconnected business structures.

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Управління економічною безпекою підприємств при коопетиції

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Мета. Формулювання основних умов виникнення коопетиції, дослідження її особливостей у ракурсі економічної безпеки підприємств-коопетиторів і властивих їй специфічних ризиків, визначення основних заходів із забезпечення економічної безпеки при коопетиції.

Методика. У дослідженні були використані загальнонаукові та спеціальні методи дослідження: метод критичного аналізу, наукової абстракції та узагальнення наукового досвіду сучасних теоретичних досліджень, системно-комплексний підхід.

Результати. Із множини економічних факторів виділені основні умови виникнення коопетиції, визначені її особливості, що можуть суттєво вплинути на рівень економічної безпеки підприємств-коопетиторів. Досліджені існуючі організаційно-правові форми об'єднання підприємств з різним ступенем міцності й розвинутості структурно-функціональних зв'язків при застосуванні коопетиції та надана їх класифікація. Визначені специфічні ризики економічної безпеки підприємницької діяльності при коопетиції. На підставі досліджень надано перелік і розкрито зміст основних заходів із забезпечення економічної безпеки при коопетиції.

Наукова новизна. Надана дефініція коопетиції, на відміну від існуючих, розкриває її безпекову сутність як стратегії кооперації, що дозволяє оптимально використовувати ресурсні потенціали взаємозалежних суб'єктів консолідованих структур управління з дотриманням допустимого рівня їх економічної безпеки. Визначені в роботі особливості та специфічні ризики коопетиції в ракурсі економічної безпеки підприємств-коопетиторів дозволяють скоригувати завдання з підвищення рівня їх захищеності, сприяють формуванню стратегії максимальної безпеки співробітництва взаємопов'язаних бізнесових структур. Дістав подальшого розвитку методичний підхід до вибору організаційно-правових форм об'єднання підприємств із різним ступенем міцності й розвинутості структурно-функціональних зв'язків при застосуванні коопетиції.

Практична значимість. Теоретичні положення дослідження щодо специфічних ризиків і змісту основних заходів із забезпечення економічної безпеки можуть використовуватися при стратегічному й тактичному плануванні діяльності підприємств при коопетиції.

Ключові слова: безпека економічна, коопетиція, ризик, господарювання, організаційно-правові форми об'єднання

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