

RISK MANAGEMENT IN ENTERPRISE ACTIVITIES: MODERN APPROACHES AND PRACTICAL RECOMMENDATIONS

Kochkodan V.B., Candidate of Economic Sciences, Associate Professor,
Ivano-Frankivsk National Technical University
of Oil and Gas, Ivano-Frankivsk, Ukraine

ORCID ID: <https://orcid.org/0000-0001-5962-9741>

Petryna M.Yu., Candidate of Economic Sciences, Associate Professor,
Ivano-Frankivsk National Technical University
of Oil and Gas, Ivano-Frankivsk, Ukraine

ORCID ID: <https://orcid.org/0000-0003-2233-6341>

In the modern business environment, any economic activity is impossible without considering risks. Risks can arise as a result of changes in both the internal and external environments, which is an important aspect of the decision-making process. They can be financial, operational, strategic, or reputational. As the world becomes increasingly globalized and the business environment more uncertain, risk management is gaining importance. Through a comprehensive approach to risk management, it is possible not only to minimize potential losses but also to open new opportunities for achieving the long-term goals of the enterprise.

Risk management is an essential element of the company's strategy and includes processes such as risk assessment, monitoring, developing risk mitigation strategies, and implementing response programs. The development of new technologies, especially artificial intelligence and automation, enables the improvement of management approaches, enhancing the accuracy of forecasting and choosing optimal paths for risk minimization.

With changes in the business environment, it is necessary to focus not only on the practical aspects of risk management but also on scientific approaches that take into account the specifics of adaptive organizational structures. It is important to identify risk management strategies that help increase the resilience of enterprises and ensure their competitiveness.

Financial risks play a special role in this process, as their underestimation or lack of proper management can lead to significant financial losses or even bankruptcy of the company. On the other hand, proper financial risk management can not only reduce losses but also create conditions for business growth.

Risk management is a key element of stability and resilience for an enterprise in an unpredictable business environment. Any business entity, regardless of size or industry, deals with certain risks. These can be external or internal. External risks are caused by changes in the economic environment, legislation, technology, politics, and social conditions. Internal risks arise from problems in management, finance, technology, or personnel.

Effective risk management involves not only identifying potential threats but also the ability of the enterprise to respond to them promptly. This allows minimizing their impact or even using them as opportunities for growth. The inability to properly assess risks can lead to significant financial losses or even bankruptcy.

The main categories of risks that businesses may face include:

1. Financial risks. These are among the most important for a company and include fluctuations in exchange rates, interest rates, credit risks, and changes in stock markets. Managing them requires developing measures to reduce the impact of negative changes on the company's financial performance [1, p. 47].

2. Operational risks. These risks stem from internal processes, such as management errors, problems with suppliers or sales, and may also be related to the human factor, such as staff mistakes [2, p. 54].

3. Technological risks. These arise from the rapid obsolescence of equipment or failed investments in new technologies. To minimize these risks, companies must regularly assess their technological potential and invest in modernization [2, p. 54].

4. Innovative risks. These are related to the implementation of new technologies and can include technical failures or exceeding the budget for innovative projects [3, p. 71].

5. Strategic risks. These arise from poor management decisions, such as underestimating changes in the market environment or competitive analysis.

6. Market environment risks. These are related to demand fluctuations, changes in product or raw material prices, and increased competition.

7. Environmental and social risks. These arise from the company's impact on the environment or changes in social conditions.

For effective risk management, businesses must adhere to several principles: conscious risk acceptance, prompt response to changes in the business environment, objectivity and reliability of information, reasoned risk acceptance, and continuous search for new methods of risk minimization [4, p. 146].

The risk management process involves several stages: identification, assessment, analysis, development, and implementation of risk mitigation

strategies. An important aspect is involving all levels of the management structure in this process.

Thus, risk management is a key element of the stability of any business in the modern business environment. Businesses must regularly assess and adjust their risk management strategies, considering all changes in the external and internal environments. Developing effective risk management strategies allows minimizing their impact and increasing the chances of success in the long term.

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МАРКЕТИНГОВІ СТРАТЕГІЇ, ЇХ КЛАСИФІКАЦІЯ ТА РОЛЬ У ФОРМУВАННІ КОНКУРЕНТНИХ ПЕРЕВАГ

Крайнюченко О.Ф., кандидат економічних наук, доцент,
Національний університет харчових технологій, м. Київ, Україна
ORCID ID: <https://orcid.org/0000-0002-0811-696X>

У системі стратегічного планування вагому роль посідає маркетинг. Стратегічний характер маркетингу зумовлюється його місцем у розробленні маркетингових стратегій для окремих господарських підрозділів у відповідності з корпоративними пріоритетами.

Існуючі підходи до класифікації стратегій доволі різноманітні і вирізняються на основі того, які критерії покладені в основу їхнього групування. Враховуючи роль маркетингових стратегій задля завоювання та утримання конкурентних переваг фірми, сферу їхнього впливу в ситуації турбулентного та мінливого навколишнього оточення, виокремлено такі групи маркетингових стратегій: загально