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## **RISKS AND RISK MANAGEMENT METHODS IN THE CONTEXT OF ECONOMIC SECURITY OF AN ENTERPRISE**

### **РИЗИКИ ТА МЕТОДИ УПРАВЛІННЯ РИЗИКАМИ В КОНТЕКСТІ ЕКОНОМІЧНОЇ БЕЗПЕКИ ПІДПРИЄМСТВА**

The economic security of an enterprise is a key element of its stable development in the context of globalization, considering the increasing pace of technological changes and the overall instability of market conditions. Thus, this article aims to explore the nature of the risks that threaten the economic security of enterprises, as well as to develop methods for managing them. As a result of the research, it can be concluded that financial security is a comprehensive process aimed at minimizing risks to ensure the stable functioning and development of the enterprise. It has been proven that within the processes of providing economic security, each type of risk requires the application of specific management methods aimed at reducing the likelihood of risk occurrence and minimizing their impact on the key aspects of the enterprise's activities.

**Keywords:** economic security, financial planning, forecasting, diversification of funding sources, inventory reserves, reserve capacities.

Економічна безпека підприємства є ключовим елементом його стабільного розвитку в умовах глобалізації, враховуючи прискорення технологічних змін та загальну нестабільність ринкових умов. Відтак, метою цієї статті є аналіз сутності ризиків, які становлять загрозу економічній безпеці підприємств, а також розроблення методів їх управління. У результаті дослідження зроблено висновок, що економічна безпека підприємства є комплексним процесом, орієнтованим на мінімізацію ризиків для забезпечення його стабільного функціонування та розвитку. Доведено, що у межах процесів забезпечення економічної безпеки кожен вид ризиків вимагає використання специфічних методів управління, спрямованих на зниження ймовірності їх виникнення та мінімізацію впливу на ключові аспекти діяльності підприємства. Доведено, що для зменшення фінансових ризиків ефективно застосовуються методи фінансового планування й прогнозування, дивер-

сифікації джерел фінансування та хеджування. Доведено, що для забезпечення безперебійності виробничих і логістичних процесів ефективними є такі методи, як інвестиції в автоматизацію та технологічні інновації, резервування запасів і потужностей, а також управління ризиками постачання. Доведено, що для ефективного управління ринковими ризиками використовуються такі методи, як маркетингові дослідження та аналіз конкурентів, впровадження інновацій і розвиток нових продуктів, а також формування бренду та підвищення лояльності клієнтів. Доведено, що для управління інтелектуальними ризиками використовуються такі методи, як захист патентів і авторських прав, розробка політик кібербезпеки, а також інвестиції в дослідження і розвиток. Доведено, що для управління регуляторними ризиками використовуються такі методи, як правова експертиза та консультації, впровадження системи внутрішнього контролю, а також навчання і підвищення кваліфікації персоналу. Перспективи подальших досліджень полягають у поглибленому вивченні інтеграції сучасних цифрових технологій в систему управління економічною безпекою підприємств з метою підвищення ефективності ризик-менеджменту та кращої адаптації до швидких змін у глобальному бізнес-середовищі.

**Ключові слова:** економічна безпека, фінансове планування, прогнозування, диверсифікація джерел фінансування, резервування запасів, резервні потужності.

**Statement of the problem.** The economic security of an enterprise is a key element of its stable development in the context of globalization, considering the increasing pace of technological changes and the overall instability of market conditions. Indeed, globalization leads to increased competition, as enterprises are forced to compete in local markets and at the international level. Innovations increase the risk of losing competitiveness for enterprises that cannot adapt to rapid technological progress. Conditions of instability, including economic crises, fluctuations in resource prices, or political changes, also serve as a constant source of threats to enterprises. There are a significant number of challenges affecting the level of economic security, which are related to both internal and external factors of enterprise activity. Therefore, effective management of these risks is crucial to adjusting their direct impact on the stable functioning of the enterprise, its development, and the achievement of strategic goals under any internal and external threats.

**Analysis of recent research and publications.** It should be noted that the scientific research of I. M. Sosnovska [4], S. P. Stetsenko [4], O. Yu. Chubukova, T. Ye. Voronkova [6], and several other scholars attention focus on the analysis of risks arising in the activities of enterprises, particularly financial, operational, strategic, and reputational risks. In addition, A. A. Kyrychenko and Yu. H. Kim [2] emphasizes the close connection between risk management processes and ensuring the economic security of enterprises. At the same time, the issues of an integrated approach to risk management, which takes into account the interrelationship between risks and the economic security of an enterprise, remain insufficiently developed.

**Formulation of the research task.** This article aims to investigate the nature of the risks that threaten the economic security of enterprises and to develop methods for managing them. This will allow for the formulation of practical recommendations to minimize the impact of risks on the functioning of enterprises in the current economic conditions.

**Summary of the main research material.** The term "economic security" emerged as part of economic and national security in the mid-20th century, when the protection of economic interests became crucial both at the state level and for individual economic entities.

Initially, this category was used in the context of protecting the national economy, particularly during the

Cold War, to analyze the impact of external and internal threats on the economic stability of the state. The concept of economic security for an economic entity as a separate category began to develop in the 1980s and 1990s.

This term emerged in response to: the growing competition in the global economy; the active development of the business environment and the need for enterprises to protect their economic interests; the intensification of risks related to financial, technological, legal, and other aspects of business activity. The term "economic security" gained particular popularity in post-Soviet countries in the 1990s, when, against the backdrop of economic transformations, enterprises began to face new market risks and the need to create effective protection mechanisms to ensure stable functioning and development in an unstable market environment. In particular, enterprises faced high inflation, resource shortages, the lack of stable currency, and a crisis in the banking sector. The term "economic security" remains relevant even today.

Indeed, the research emphasizes that, at present, economic security of an enterprise is traditionally viewed as a comprehensive adjustment of its state, which strengthens its ability to maintain stable functioning, development, and the achievement of strategic goals under any format of internal and external threats. In other words, the category of security encompasses the ability of an enterprise not just to preserve internal resources but to minimize risks and adapt to changes in the external environment [1; 4-5]. Based on these principles, the main characteristics of economic security can be identified as:

1. **Resilience to external and internal threats** is shaped by an effective mechanism for neutralizing the negative impact of economic, political, technological, or other factors.

2. **Financial stability** is shaped by an effective mechanism for maintaining a sufficient level of liquidity, solvency, and profitability.

3. **Rational use of resources** is shaped by an effective mechanism for managing material, financial, human, and informational resources and supporting operational activities.

4. **Preservation of innovation** encompasses an effective mechanism for adapting to technological changes and utilizing innovations to strengthen market positions.

5. **Information security** encompasses an effective mechanism for ensuring the safety of commercial and

confidential information that may be critical for the business.

Considering the aforementioned principles, economically, the security of an enterprise is multi-level (Table 1), as it systematically addresses the tasks of countering risks, ensuring long-term stability, and increasing trust among partners, investors, and consumers while ensuring adaptability in a changing market environment.

Therefore, within the processes of ensuring economic security, each type of risk requires the application of specific management methods aimed at reducing the likelihood of risk occurrence and minimizing their impact on the key aspects of the enterprise's activities.

So, let's consider the main risk management methods in the context of the economic security of an enterprise:

1. Financial risks, such as bankruptcy, liquidity crises, or misuse of financial resources, can significantly undermine the economic security of an enterprise. Therefore, to mitigate these risks, methods such as financial planning and forecasting, diversification of funding sources, and the use of hedging are applied (Table 2).

For example, the Ukrainian company "ATB-Market" has implemented a monthly cash flow analysis since 2020,

which allowed the identification of seasonal spending peaks and timely budget adjustments, thus avoiding liquidity issues. Another example is the practice of the joint-stock company "AGROINDUSTRIAL COMPANY," which has been using grain options since 2022 to hedge against the risk of price drops in the market during the harvest season. Reducing the impact of financial risks ensures stable development and the preservation of financial stability.

2. Risks to the continuity of production and logistics processes can lead to significant losses and disruptions in the enterprise's operational activities. To manage such risks, the following measures are applied: investments in automation and technological innovations, stockpiling and capacity reserves, and supply chain risk management (Table 3).

For example, in 2018, the Lutsk Automobile Plant implemented automated conveyor systems, significantly reducing the risks of production delays caused by employee absences, especially during the COVID-19 pandemic, when the demand for contactless and uninterrupted operations increased. In 2019, the plant's warehouse center installed automatic sorting systems, ensuring seamless cargo handling even during peak periods, reducing logistics

Table 1

**Structural and logical characteristics of economic security of an enterprise**

<b>Elements of economic security of an enterprise</b>	<b>Risks affecting each element of economic security</b>	<b>The role of economic security</b>
Financial security	Bankruptcy risks, liquidity crises, abuses	Protection from financial risks
Ensuring the continuity of production and logistics processes	Disruptions in production and logistics processes, resource unavailability	Ensuring the continuity of production and logistics proc
Marketing security	Loss of market positions, reduced demand, negative image	A method of protection against the loss of market positions or customers
Technological security	Loss of intellectual property, halt in innovation development	Protection of intellectual property and implementation of modern technologies
Legal security	Regulatory risks or non-compliance with legislation, sanctions, fine	Compliance of the enterprise's activities with legislative and regulatory requirements

Source: compiled based on [1; 4-5; 7]

Table 2

**Systematization of financial risk management methods in the context of enterprise economic security**

<b>Methods of financial risk management</b>	<b>Features of financial risk management</b>
Financial planning and forecasting	Regular monitoring of financial indicators and the preparation of long-term financial plans allow for the timely identification of potential liquidity issues or excessive expenses, providing an opportunity to promptly adjust the enterprise's financial strategy. This helps maintain the stability of cash flows and avoid crisis situations.
Diversification of funding sources	The use of various funding sources, such as loans, investments, and equity, helps reduce dependence on a single source and lowers risk. Diversification of financing also allows the enterprise to respond flexibly to changes in market conditions, reduce borrowing costs, and improve financial stability.
Use of hedging	To protect against currency and interest rate risks, financial instruments such as forward contracts, options, and futures are used, which allow for fixing exchange rate differences and changes in interest rates. Hedging reduces uncertainty and potential losses associated with fluctuations in exchange rates and interest rates, which is particularly important for enterprises operating in international markets.

Source: compiled based on [1; 5-6]

Table 3

**Systematization of methods for managing the continuity of production and logistics processes in the context of enterprise economic security**

<b>Methods of managing operational risks</b>	<b>Features of managing the continuity of production and logistics processes</b>
Investments in automation and technological innovations	The implementation of modern automation systems ensures the stability of production processes and reduces the human factor as a source of risks.
Stockpiling and reserving capacities	To mitigate the impact of external factors, such as supply disruptions or natural disasters, reserves of materials and equipment are created.
Supply chain risk management	Establishing reliable supply chains and fostering strong partnerships with suppliers minimizes risks associated with delays or non-fulfillment of obligations.

Source: compiled based on [1; 3]

risks, and improving warehousing efficiency. This serves as a vivid example of how investments in automation and technological innovations help enterprises mitigate production and logistics disruption risks [3]. Reducing the impact of risks to the continuity of production and logistics processes ensures cost optimization, operational efficiency, and trust from consumers and partners.

3. Market risks, such as the loss of competitive positions or customers, can significantly impact an enterprise's economic security. To risks manage, the following measures are applied (Table 4): market research and competitor analysis; innovation and the development of new products; building brand strength and customer loyalty.

For example, the Ukrainian company "ATB-Market" conducts periodic research on consumer preferences in regions where it plans to open new stores. This approach has enabled the company to tailor its product range to customer needs and gain a competitive edge. Reducing the impact of market risks allows the enterprise to maintain

stable market positions, enhance competitiveness, and ensure sustainable development even in a changing market environment.

4. Intellectual risks, such as intellectual property theft, can seriously undermine the stability of a business's operations. Methods for managing such risks include protecting patents and copyrights, developing cybersecurity policies, and investing in research and development (Table 5). For example, the publishing house "Prosvita" protected its e-books with DRM (Digital Rights Management) systems to prevent unauthorized distribution.

Reducing the impact of intellectual risks helps ensure the protection of the enterprise's intellectual property, prevent the loss of important know-how, technologies, and confidential information, which are critical for competitiveness and innovative development [6].

5. Regulatory risks associated with violations of the law can lead to significant fines and a negative reputation. To manage these risks, methods such as legal expertise and consultation, implementation of an internal control system,

Table 4

**Systematization of methods for managing market risks in the context of enterprise economic security**

<b>Methods for managing market risks</b>	<b>Features of managing market positions, demand, and brand Image</b>
Market research and competitor analysis	Regular market and competitor analysis helps to promptly identify changes in demand and the competitive environment, allowing the company to adjust its strategy accordingly.
Innovation and new product development	Constant innovations implementation, the product and service range updating, help maintain consumer interest and strengthen market positions.
Building brand strength and customer loyalty	Active work on brand image, implementing loyalty programs, and engaging with customers based on feedback contributes to retaining existing customers and attracting new ones.

Source: compiled based on [1-2; 7]

Table 5

**Systematization of methods for managing intellectual risks in the context of enterprise economic security**

<b>Methods for managing intellectual risks</b>	<b>The features of intellectual property management and the implementation of modern technologies</b>
Protection of patents and copyrights	Patent, trademark, and copyright registration, as well as the signing of confidentiality agreements to protect ideas and technologies.
Development of cybersecurity policies	Establishing a comprehensive cybersecurity system to safeguard commercial and intellectual information.
Investment in research and development	The continuous implementation of new technologies and developments helps maintain competitive advantages and protect intellectual property from unauthorized use.

Source: compiled based on [1; 3; 6-7]

**Systematization of regulatory risk management methods in the context of business economic security**

Methods of managing regulatory risks	Features of managing compliance with legislative and regulatory requirements
Legal expertise and consultations	The company must ensure the availability of legal support to verify the compliance of its activities with current legislation.
Implementation of an internal control system	Creation of internal procedures to check the enterprise's compliance with regulatory requirements and identify potential violations at early stages.
Training and professional development of staff	Conducting regular training for employees to raise awareness about relevant legislative changes and their impact on the enterprise's operations.

Source: compiled based on [2-3; 6]

and employee training and qualification enhancement are applied (Table 6).

For example, in 2022, Tov Bk Adamant, a construction company, hired an external lawyer to verify the compliance of its projects with the new environmental legislation requirements, which allowed it to avoid violations and fines. A successful example is Fischer Ukraine, which implemented an internal audit system in 2022 to check the compliance of all operations with legal standards, including labor laws, occupational safety, and environmental requirements. This allowed the company to identify violations promptly and adjust processes accordingly.

Reducing the impact of regulatory risks not only helps avoid legal and financial losses but also contributes to the development of a long-term sustainable growth strategy based on compliance with market standards and requirements.

**Conclusions.** As a result of the research, it can be concluded that economic security is a comprehensive process aimed at minimizing risks to ensure the stable operation and development of the enterprise. It has been proven that within the processes of ensuring economic security, each type of risk requires the application of specific management methods aimed at reducing the likelihood of risk occurrence and minimizing its impact on key aspects of the enterprise's activities. In this context, the following conclusions have been made:

1. To reduce financial risks, methods such as financial planning and forecasting, diversification of funding sources, and hedging are used.

2. To reduce financial risks, methods such as financial planning and forecasting, diversification of funding sources, and hedging are used.

3. To ensure the continuity of production and logistics processes, methods such as investments in automation and technological innovations, inventory reserves, capacity reserves, and supply chain risk management are used.

4. To manage market risks, methods such as marketing research and competitor analysis, innovations and the development of new products, and building brand loyalty and customer relationships are applied.

5. To manage intellectual risks, methods such as patent and copyright protection, the development of cybersecurity policies, and investments in research and development are applied.

5. To manage regulatory risks, methods such as legal expertise and consultations, the implementation of an internal control system, and staff training and qualification improvement are applied.

The prospects for further research include a deeper study of the integration of modern digital technologies into the system of economic security management for improving risk management efficiency and adapting to rapid changes in the global business environment.

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