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УНІВЕРСИТЕТ ІМЕНІ СЕМЕНА КУЗНЕЦЯ

Тези доповідей

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«Економічний розвиток і спадщина
Семена Кузнеця»

26–27 листопада 2020 р.



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У збірнику наведено матеріали V науково-практичної конференції «Економічний розвиток і спадщина Семена Кузнеця». Представлено теоретичні та практичні результати наукових досліджень і розробок вчених щодо проблем економічного розвитку, циклічної динаміки соціально-економічних процесів, модернізації системи освіти, соціального розвитку суспільства, використання сучасних інформаційних технологій в управлінні системами, моделювання бізнес-процесів.

Матеріали публікуються в авторській редакції.

*За достовірність викладених фактів, цитат та інших відомостей
відповідальність несе автор.*

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IMPLEMENTATION OF THE RISK ASSESSMENT SYSTEM FOR INNOVATIVE ACTIVITY

The formation of a risk assessment system should be considered as one of the key areas of the enterprise, as scientists and managers now pay considerable attention to finding effective methods of assessing the risks of innovation in conditions of incomplete certainty, as well as implementing risk assessment systems.

Among the main tasks of such a system can be identified comprehensive diagnostics to identify the likelihood of potential risk events, as well as assess the possible magnitude of losses from the occurrence of risk events; analysis of the internal environment of the enterprise and selection of its most vulnerable places; taking measures to ensure the optimal ratio between possible risk and profitability of projects; providing measures to minimize losses in the event of adverse events.

To implement a system for assessing the risks of innovation, it is advisable to follow the following principles, including:

complexity, system – the need to take into account the impact of external (macro-environment and micro-environment) and internal risk factors of all activities of the enterprise at all organizational levels and in all its structural units that may affect the conditions of the enterprise; efficiency – ensuring objective measurement of the size of risks of innovative activity and completeness of measures for their assessment with optimal use of available resources at the enterprise in order to ensure development in the strategic perspective;

continuity – constant assessment of risks of innovative activity and search of methods of their minimization for the purpose of timely revealing of possible factors of influence for maintenance of economic stability of the enterprise;

timeliness – identification, monitoring and control of potential risks in the early stages of project implementation in order to develop measures to reduce the negative impact of these factors at all organizational levels;

structure – a clear division of functions, responsibilities and powers for risk assessment between all departments and employees of the enterprise, and their responsibilities in accordance with such division;

independence – freedom from circumstances that pose a threat to the impartial performance of the risk assessment unit and the unit of control over compliance with the rules of its functions;

confidentiality – restriction of access to information that should be protected from unauthorized access. In order to determine the stage of formation of the enterprise development strategy, at which it is expedient to form a risk assessment system, the existing approaches were generalized, which made it possible to identify the following stages of strategic planning of enterprise development:

1. Formation of strategic goals of the enterprise:
 - Defining the mission of the organization;
 - Analysis of the external environment of the enterprise;
 - Analysis of the internal environment of the enterprise;
 - Identifying opportunities for enterprise development;
 - Formation of strategic goals.
2. Analysis of strategic alternatives, specification of strategies:
 - Development of corporate strategy;
 - Development of competitive strategy;
 - Development of functional and operational strategies.
3. Evaluation and control:
 - Development of criteria for strategy selection;
 - Evaluation of existing strategies and risk assessment of innovation activities of the proposed projects;
 - Choice of strategy for further implementation.

Particular attention should be paid to the stage of evaluation of existing strategies, because at this stage the risk assessment of innovation is carried out, which allows to compare the analyzed projects and draw conclusions about the possibility and feasibility of their implementation, as well as consider the sequence of their implementation. available resources of the enterprise.

The study allows us to conclude that the absence of a risk assessment department and / or a responsible person at the enterprise is not a significant obstacle to assessing the risks of innovation. That is why it is not expedient to create a separate subdivision for small enterprises that plan to implement a small number of projects. On the other hand, if the projects are implemented in different industries and the number of such projects is significant for the company, then, depending on the size of the company, it is advisable to consider establishing a unit or responsible person to assess the risks of innovation.

The author proposes a sequence of stages of formation of the system of risk assessment of innovation activity in strategic planning of enterprise development:

1. The process of strategic planning of development at the enterprise:
 - Determining the stage of the enterprise life cycle;
 - Determining the list of available / necessary stages of strategic planning of enterprise development;
 - Development of enterprise development strategies at different hierarchical levels; selection of possible projects / ideas to achieve long-term goals.
2. The process of assessing the risks of innovation in the enterprise:
 - Determining the required number of life cycle stages for the proposed innovative projects in order to assess the risks;
 - Identification of possible risk factors of each of the considered innovative projects;

- Analysis and assessment of innovation risks for each of the analyzed projects;

- Risk assessment and development of recommendations on the feasibility / feasibility of the project.

3. Ensuring the process of assessing the risks of innovation in strategic planning of enterprise development: organizational support; staffing; methodical support; information support; analytical support; financial support.

Risk management and risk assessment (as one of the main stages of the risk assessment process) is a difficult task for financial professionals, as it requires them to identify, assess and develop measures to reduce risks in case of their detection and high probability of losses and the possibility of their occurrence. The last ten years have seen significant changes in the complexity of the risk assessment process, as the impact of risk factors changes over time and new ways of assessing and minimizing new risk factors need to be developed, while significant risk factors ten years ago may not have such an impact activity of enterprises today.

Another important issue that needs to be addressed when assessing the risks of innovation is the process of assessing the risks of innovation. The selection of the main stages will allow to develop recommendations for enterprises depending on their size, number of innovative projects, as well as the state of the risk assessment process at the enterprise. According to the results of the study, it can be concluded that according to experts, the most important stage in the process of assessing the risks of innovation is the identification of risks (74.42%). Stages such as risk analysis and assessment (65.12%) and risk assessment (46.51%) also received a significant number of responses. This indicates that these stages are important in the process of assessing the risks of innovation and are used in the enterprises of the respondents.

It was determined that the most important sub-steps to identify risks are the analysis of the external and internal environment of the enterprise. In the risk analysis and assessment phase, respondents preferred qualitative methods to quantitative ones, which may be due to the greater possibility of using qualitative methods in conditions of uncertainty. According to experts, the most important part of the risk assessment phase is the assessment of the possible consequences of the risk and the development of a possible risk response plan. Among the main reasons for the lack of risk assessment process for innovation in the enterprises of the respondents were identified the following answers: "these theoretical methods can not be used in practice", as well as "no need to assess the risks in the enterprise".

The study showed that experts determine that the main reason for the lack of risk assessment of innovation in their enterprises is that these theoretical methods can not be used in practice, as well as the lack of need for risk assessment in the enterprise. The latter reason may be typical for respondents whose companies do not implement innovative projects. It should be noted that according to experts, the absence of a risk assessment department and / or a responsible person at the enterprise is not a significant obstacle to the implementation of the process of risk assessment of innovation activities at the enterprise.

The obtained results were used in the development of recommendations for the implementation of the process of risk assessment of innovation in the strategic dominance of enterprise development, as well as to improve the existing methodological approaches to risk assessment of innovation.

Thus, the methodological support of the process of implementation of the system of risk assessment of innovation in the process of strategic planning of enterprise development was improved, which differs from the existing ones by determining the sequence of actions in risk assessment on the basis of evaluation of selected strategies and risk assessment of innovation activities of the proposed projects; which consists in the following sequence of actions: analysis of the existing process of strategic development planning at the enterprise; determining the necessary stages of the process of assessing the risks of innovation of the enterprise; analysis of the existing support of the process of risk assessment of innovation activities in the strategic planning of enterprise development, namely organizational, personnel, methodological, informational, analytical and financial.

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