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SCIENTIFIC RESEARCHES AND METHODS OF THEIR CARRYING OUT: WORLD EXPERIENCE AND DOMESTIC REALITIES

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NGO European Scientific Platform (Vinnytsia, Ukraine)
LLC International Centre Corporative Management (Vienna, Austria)

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OUT: WORLD EXPERIENCE
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ORGANIZATIONAL ASPECTS OF FORMING A SYSTEM FOR PREVENTING BUSINESS RISKS USING MARKETING TOOLS

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Summary. *Small businesses in Ukraine operate within a highly competitive and dynamic economic environment. Under such conditions, business activities are associated with numerous competitive risks and threats. Competitive pressures arise not only from other small enterprises but also from medium-sized and large companies. Failure to recognize these threats or an inadequate organizational response may lead to adverse business outcomes.*

The purpose of this study is to develop the organizational components required for establishing a system aimed at preventing entrepreneurial risks through the application of marketing tools.

The timely identification of risks and the implementation of effective preventive measures enable enterprises to eliminate or mitigate the negative consequences of potential threats to their operations.

Organizational and managerial actions related to the implementation of anti-crisis measures for small enterprises should be highly efficient in terms of both resource utilization and response time.

One of the key prerequisites for effective crisis prevention is the ability to respond promptly to early warning signals indicating the potential emergence of a crisis. As the most vulnerable category of business entities, due to their limited resources and intense competitive pressure, small enterprises must react to competitive challenges as quickly as possible.

Crisis diagnosis, risk identification, and assessment of their potential consequences for business operations constitute the foundation for the development of anti-crisis measures. The primary objective of these measures is to prevent or mitigate negative impacts while strengthening positive outcomes.

An effective anti-crisis management system requires continuous monitoring of both the external and internal business environment, maintaining a constant state of readiness to detect signals of a potential crisis, and ensuring an immediate response to such signals in order to identify threats at an early stage and prevent their escalation. A comprehensive and objective analysis of the entire set of monitoring indicators should be conducted using both qualitative and quantitative methods to identify the most informative indicators for managerial decision-making.

To identify and prioritize the adverse factors affecting small enterprises, PEST analysis and SWOT analysis were selected. These analytical tools are widely recognized, easy to apply, readily accessible, and do not require highly specialized expertise, making them particularly suitable for small businesses.

Among the potential anti-crisis measures, the active use of social media, data analytics, and targeted advertising enables small enterprises to compete effectively even with limited marketing budgets. These measures not only facilitate the promotion of products and services but also



support the identification of new suppliers, thereby strengthening the enterprise's competitive position.

The organizational components of the proposed system should collectively ensure the achievement of the enterprise's strategic objectives and support the implementation of its long-term development strategy.

Keywords: *entrepreneurship, risks, marketing tools, small business, risk prevention system.*

Problem Statement. Small businesses in Ukraine operate in a highly competitive and dynamic economic environment. Under such conditions, business activities are exposed to numerous competitive risks and threats. Competitive pressure originates not only from other small enterprises but also from medium-sized and large companies. Although competition has the same fundamental nature for enterprises of all sizes, responses to competitive threats should be tailored to the specific circumstances of each business. Failure to recognize these threats or an inadequate organizational response may result in adverse business outcomes.

Analysis of Recent Research and Publications. Competitive threats to small businesses represent a combination of external and internal factors that hinder efficient business operations, reduce market share, or even jeopardize the continued existence of an enterprise. The study of these threats is essential for developing strategies that ensure the survival and sustainable development of small business entities.

Entrepreneurial risks are a direct consequence of competition within the market environment. While competition is an inherent characteristic of a market economy, it often has a particularly destructive impact on small businesses. According to M. Porter (Porter, 2008 [10]), competitive forces are shaped by five key factors: the bargaining power of suppliers, the bargaining power of buyers, the threat of new entrants, the threat of substitute products or services, and rivalry among existing competitors.

These competitive forces affect small businesses particularly severely because such enterprises typically possess limited financial resources, weaker market positions, and lower brand recognition. Under these conditions, even minor changes in the external environment may result in declining profitability or business failure, making competitive threats one of the most significant risks to entrepreneurial activity.

P. Drucker [6] emphasized that "the most vulnerable enterprises are those that lack sufficient adaptability to changes in the technological environment and do not have an effective risk management strategy."

Ukrainian scholars V. Kovalenko and M. Suhaniaka [8] also highlighted the importance of implementing preventive anti-crisis management measures to ensure the efficient and sustainable operation of enterprises.

The Ukrainian researcher T. Chernychko [1] argues that: "Small enterprises provide flexibility and resilience to the economic system, bring it closer to the needs of individual consumers, and at the same time perform an important social function by creating employment opportunities and providing a source of income for significant segments of the population" [1].

Purpose of the Study. The purpose of this study is to develop the organizational framework for establishing a system aimed at preventing entrepreneurial risks through the application of marketing tools.

Main Body of the Study. The timely identification of risks and the implementation of effective preventive measures enable enterprises to eliminate or minimize the negative consequences of potential threats to their operations.

Organizational and managerial actions aimed at developing anti-crisis measures for small enterprises should be highly efficient in terms of both resource utilization and response time. One of the key prerequisites for preventing adverse crisis outcomes is the ability to respond promptly to signals indicating the possible emergence of a crisis. Due to their limited resources and the high level of market competition, small enterprises, as the most vulnerable category of business entities, must respond to competitive challenges as quickly as possible.

The concept of *crisis* (from the Greek *krisis*, meaning "decision," "turning point," or "outcome") has long been established in economic literature. Theoretical studies of crises and economic threats began to develop in the second half of the nineteenth century.

According to the generally accepted definition in economic research, an economic crisis represents an acute intensification of developmental contradictions that may be accompanied by the risk of bankruptcy or business liquidation. An enterprise crisis arises as a consequence of inconsistencies in business operations and represents a turning point in the process of organizational change. Most researchers consider anti-crisis management to be a process of guiding an enterprise out of a crisis state.

One of the most significant threats to small businesses is competition from large companies possessing substantial financial, technological, and marketing resources. Large enterprises are able to reduce prices, introduce innovative products, and build strong customer loyalty through well-established brands, a phenomenon often referred to as *brand strength*. According to the European Commission (2023), more than 60% of small enterprises in the European Union identify the pricing policies of large market players as the primary obstacle to their development [7].

Crisis diagnosis, risk identification, and assessment of their potential impact on enterprise operations constitute the basis for developing anti-crisis measures, the primary objective of which is to prevent or mitigate adverse effects while strengthening positive outcomes.

An effective anti-crisis management system requires continuous monitoring of both the external and internal business environment, maintaining constant readiness to detect early warning signals of a potential crisis, and ensuring an immediate response to prevent the escalation of emerging threats. To identify the most informative indicators for managerial decision-making, a comprehensive and objective analysis of the entire set of monitoring indicators should be conducted using both qualitative and quantitative assessment methods.

Any delay in implementing appropriate risk prevention measures within an enterprise operating under crisis conditions increases the likelihood of crisis escalation and the severity of its negative consequences. Therefore, anti-crisis



measures should be clearly focused on eliminating threats to business operations while ensuring the achievement of the desired level of organizational effectiveness.

It should also be noted that, due to their limited financial resources, small enterprises are particularly sensitive to external economic threats, including inflation, exchange rate fluctuations, and changes in tax policy. Economic instability and recessionary conditions may not only reduce business performance but also undermine the financial stability of small enterprises. Unlike small businesses, large corporations generally possess greater resilience because they have better access to additional financial resources and enjoy higher credibility among financial institutions as borrowers. Under the conditions of the ongoing war in Ukraine and broader economic instability, this vulnerability of small enterprises has become even more pronounced.

Under conditions of constant competitive pressure, small enterprises, as one of the most vulnerable categories of businesses, require a well-defined sequence of actions to minimize the adverse effects of crisis situations. Selecting appropriate strategies for overcoming potential crises and ensuring sustainable future development is a critical issue that arises throughout business operations. Identifying the most significant threats, together with the most effective approaches and managerial tools for mitigating them, is therefore an important task for small enterprises.

At the initial stage, the most significant deficiencies in business management should be identified, including the absence of a development strategy, insufficient project planning, ineffective control mechanisms, and uncertainty regarding the competitive environment. Assessing existing or potential managerial shortcomings makes it possible to identify a range of business risks and adverse factors, as well as to determine the relative significance of each.

To identify and prioritize the factors that pose the greatest threat to small enterprises, PEST analysis and SWOT analysis were selected. These analytical tools are widely recognized, readily accessible, easy to apply, and do not require highly specialized expertise, making them particularly suitable for small businesses.

These tools may be described in greater detail. Due to their simplicity and practical applicability, they are widely recommended by both researchers and practitioners. PEST analysis is a strategic management tool used to evaluate the external environment influencing business activities. It examines four groups of external factors:

- **Political** – political and regulatory factors affecting business operations;
- **Economic** – macroeconomic conditions, inflation, taxation, and financial stability;
- **Social** – demographic trends, consumer behavior, and social changes;
- **Technological** – technological development, innovation, and digital transformation.

SWOT analysis is one of the most widely used strategic planning tools for assessing both the internal capabilities of an enterprise and the external conditions affecting its development. It consists of four analytical components:

- **Strengths;**
- **Weaknesses;**

- Opportunities;
- Threats.

Both PEST and SWOT analyses are extensively applied by small enterprises because they are straightforward to implement and do not require the involvement of highly qualified specialists.

Among the potential anti-crisis measures, the active use of social media, data analytics, and targeted advertising enables small enterprises to compete effectively even with limited marketing budgets. These approaches not only facilitate the promotion of products and services but also support the identification of new suppliers, thereby strengthening the competitive position of the enterprise.

Entrepreneurs frequently emphasize that small businesses have limited access to credit resources, particularly in countries characterized by high levels of economic and political risk. Insufficient financial capital restricts business expansion and limits investment in innovation, digital technologies, and marketing activities.

According to the World Bank (2022), more than 40% of small enterprises in developing countries face difficulties in obtaining external financing, making financial constraints one of the primary barriers to competitive development. Limited financial resources significantly reduce the ability of enterprises to introduce new products and services and constrain technological modernization. According to the OECD (2023), only 25% of small enterprises in Europe are systematically engaged in innovation activities, whereas the corresponding figure for large enterprises exceeds 70% [9].

Government institutions can play a crucial role in supporting small enterprises by providing preferential lending programs and other financial instruments aimed at overcoming crisis situations. European and North American financial institutions have accumulated considerable experience in implementing support mechanisms for small businesses. Consequently, there is a strong need to introduce similar financial support programs for small enterprises in Ukraine.

Following the onset of the Russian Federation's full-scale military aggression, a significant number of Ukrainian enterprises experienced severe operational disruptions caused by deteriorating security conditions and the breakdown of logistics networks. According to the State Statistics Service of Ukraine (2024), more than 45% of small enterprises reduced their production volumes due to economic instability, increased resource prices, and security-related challenges. In response, the Ukrainian government introduced a range of anti-crisis support measures designed to sustain entrepreneurial activity and facilitate business recovery.

State anti-crisis measures may be classified into **organizational** and **financial** categories. Organizational measures have primarily focused on the relocation of enterprises, while financial support has been implemented through preferential lending, grant programs, and state guarantee schemes designed to assist small businesses.

As part of its anti-crisis financial support for entrepreneurship during the military aggression of the Russian Federation, the Cabinet of Ministers of Ukraine introduced amendments to the *Procedure for Providing State Financial Support to Business Entities*. These amendments established the operational framework for the **Affordable Loans 5–7–9%** program.



As a regulatory measure aimed at mitigating entrepreneurial risks, the Government of Ukraine limited the banking margin applicable to loans issued under the **Affordable Loans 5–7–9%** program. In addition, the maximum loan amount available for financing working capital was reduced to UAH 5 million. At the same time, the investment financing limit, particularly for enterprises operating in the processing industry, was set at UAH 150 million. These regulatory changes were approved in April 2024. Furthermore, the Government launched an initiative to stimulate investment in the real sector of the economy as one of the key priorities of the national **Made in Ukraine** policy.

To stimulate economic activity among small businesses, the Ministry of Veterans Affairs of Ukraine introduced financial support for war veterans through entrepreneurship grant programs. These grants are awarded to entrepreneurs and small businesses within the veteran community on a competitive basis. To encourage veterans to establish their own businesses, the Ukrainian Veterans Foundation launched the grant program **"It Is Worth Starting Your Own Business."**

In addition, veterans, female veterans, and members of their families currently have access to a number of government-funded support programs, including:

- **Ye-Robota Grant for Veterans and Their Family Members** (UAH 250,000–1,000,000) [2];
- **Own Business Grant** (up to UAH 250,000) [3];
- **Orchard Development Grant** (up to UAH 400,000 per hectare; Ministry of Agrarian Policy and Food of Ukraine) [4];
- **Processing Enterprise Grant** (up to UAH 8 million; Ministry of Economy of Ukraine) [5];
- **Seeds of Bravery** – grant support for Ukrainian technology start-ups and small and medium-sized enterprises [11].

War veterans constitute a significant proportion of Ukrainian society. During the post-war recovery period, a substantial number of military personnel will transition to civilian employment and entrepreneurial activity. This transition from military service to civilian life can itself be regarded as an anti-crisis challenge for each individual. Existing and future government support programs for veterans therefore represent an effective mechanism for facilitating this transition while simultaneously promoting entrepreneurship and economic recovery.

It should be emphasized that a considerable share of government support measures for veterans is specifically targeted at small businesses. These anti-crisis initiatives reflect the unique challenges faced by Ukrainian society under conditions of war. In most countries, military conflicts are regarded as force majeure events that significantly disrupt economic activity and entrepreneurial development.

Selecting the most effective management and strategic planning tools for small enterprises requires a clearly defined sequence of organizational and analytical procedures.

To ensure the effectiveness of anti-crisis management within an enterprise, both the direction and the timeliness of anti-crisis measures should comply with the following principles:

- organizational actions and managerial decisions should be based on timely, reliable, and relevant information;

- the management system should provide forecasting of future developments with an acceptable level of probability;
- anti-crisis management should be implemented by competent professionals possessing the knowledge and skills required under crisis conditions;
- priorities should be strictly ranked because crisis situations are characterized by severe limitations in both resources and time.

Small enterprises frequently lack professionally trained managers, which often results in strategic planning errors. As Peter Drucker noted, effective management is the most valuable organizational resource of an enterprise, even more important than financial capital [6].

A considerable number of small enterprises also lack a clearly defined marketing strategy. Most focus primarily on achieving short-term sales rather than building long-term relationships with customers. Such an approach may result in unstable demand, declining customer loyalty, and deterioration of corporate reputation, ultimately affecting not only the enterprise's financial performance but also its long-term competitive position.

The cumulative impact of adverse factors may lead to an enterprise crisis and, ultimately, to bankruptcy. Therefore, the selection of individual anti-crisis measures or an integrated anti-crisis management system should be strategically oriented toward creating and maintaining competitive advantages during the post-crisis development stage. Such a selection requires a clearly defined organizational framework.

The economic activity of an enterprise may be viewed as a continuous process that accompanies every stage of the project life cycle. In order to determine its future development path, an enterprise independently initiates or commissions the development of a business project by internal or external specialists.

Project planning involves the design and implementation of measures aimed at achieving the strategic and operational objectives of an enterprise. The principal components of project planning include:

- defining the project objectives;
- analyzing available resources and organizational capabilities;
- allocating responsibilities among project participants;
- establishing project milestones and performance evaluation mechanisms.

The primary objective of project planning is to ensure the successful completion of the project while complying with the fundamental project constraints, namely scope, cost, schedule, and quality.

The objectives of an enterprise development project should satisfy the following requirements:

- they should be achievable;
- they should be sufficiently flexible to allow modifications during implementation;
- they should be measurable using both quantitative and qualitative indicators;
- intermediate and final implementation deadlines should be clearly established;
- appropriate implementation methods should be defined;



- where multiple objectives exist, they should be mutually consistent and logically interconnected.

To achieve the objectives of an enterprise development project, it is necessary to define the corresponding tasks. The implementation of these tasks involves several organizational components, including technological and logistical support, financial and human resource management, marketing, and overall managerial coordination.

Conclusions and Recommendations. The organizational components of enterprise management should collectively ensure the achievement of the enterprise's strategic objectives and the successful implementation of its development concept. The idea of implementing a development project arises from the need to introduce changes in organizational structure, management practices, and operational support systems. The competitive environment in which small enterprises operate requires continuous adaptation, the search for additional competitive advantages, and the identification of effective approaches to overcoming crisis situations. Based on the identified need for change, enterprise management formulates specific objectives whose successful implementation requires clearly defined organizational actions.

Consequently, the tasks arising during the managed development of an enterprise, particularly those related to planning anti-crisis measures, require an appropriate organizational approach. For this reason, the anti-crisis management process can be implemented most effectively through the use of enterprise activity modeling as the basis for development planning. However, anti-crisis management remains a relatively new and insufficiently explored field of management science. At the same time, existing models for planning the development of production and economic systems generally do not incorporate a dedicated anti-crisis management subsystem. This highlights the need to develop an organizational approach to enterprise modeling that integrates a comprehensive risk prevention subsystem.

The proposed organizational approach makes it possible to develop an integrated anti-crisis enterprise development system that incorporates risk prevention while taking into account the influence of the external environment. Since external environmental factors affecting enterprise development are dynamic in nature, they should be continuously monitored and evaluated through feedback mechanisms and multiple information flows. Establishing an effective organizational framework for modeling a risk prevention system contributes to minimizing crisis phenomena in entrepreneurial activity. Preventing enterprise crises depends on identifying the critical threshold values of entrepreneurial risk factors. Within the proposed model, both crisis prevention and successful recovery from crisis situations are viewed as a set of interconnected tasks requiring appropriate organizational and managerial decisions.

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ОРГАНІЗАЦІЙНІ АСПЕКТИ ФОРМУВАННЯ СИСТЕМИ ЗАПОБІГАННЯ РИЗИКІВ ПІДПРИЄМНИЦЬКОЇ ДІЯЛЬНОСТІ ІНСТРУМЕНТАМИ МАРКЕТИНГУ

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Анотація. Діяльність малого бізнесу в Україні відбувається у конкурентному активному економічному середовищі. Економічна діяльність підприємств за таких умов пов'язана з конкурентними ризиками та загрозами. Конкурентні загрози відбуваються як від інших малих компаній, так і від представників середнього та великого бізнесу. Нехтування загроз діяльності або невідповідність дій підприємства може призвести до негативних результатів.

Мета роботи полягає у формуванні складових організаційного забезпечення формування системи запобігання ризиків підприємницької діяльності інструментами маркетингу.

Своєчасне визначення ризиків, ефективні дії по їх запобіганню дає можливість усунути або зменшувати негативні наслідки у діяльності підприємства.

Організаційні та управлінські дії у визначенні антикризових заходів для малих підприємств мають бути максимально стислі як у ресурсному забезпеченні так і у часі. Однією з ключових умов ефективного запобігання негативних кризових наслідків є оперативність реагування на сигнали, що надходять, про можливу кризу. Мале підприємство, як найбільш вразливий суб'єкт підприємництва враховуючи обмеженість ресурсів та велику кількість конкурентів, має максимально швидко відповідати на конкурентні виклики.

Діагностування кризи, визначення ризиків та можливих наслідків у життєдіяльності системи є основою для розробки антикризових заходів, сутність яких полягає в запобіганні або зм'якшенні негативних і посиленні позитивних наслідків.



Реалізація постійного моніторингу зовнішнього і внутрішнього середовища підприємства, активізація стану постійного очікування сигналів про можливу кризу і негайна реакція на ці сигнали з метою раннього визначення погрози і її запобігання. Об'єктивний і найбільш повний аналіз усієї сукупності показників моніторингу з метою виділення найбільш інформативних доцільно проводити різними методами їхнього вибору, як якісними, так і кількісними.

Для визначення та ранжування негативних факторів для малого підприємства за обрано PEST та SWOT-аналіз. Дані інструменти широковідомі, доступні та не потребують у використанні спеціалістів високої кваліфікації.

Серед можливих антикризових заходів можна відзначити активне використання соціальних мереж, аналітики даних і таргетованої реклами дозволяє малим підприємствам ефективно конкурувати, навіть за невеликих бюджетів. Такі заходи допоможуть не тільки просуненню товарів та послуг підприємства, а сприяють пошуку нових постачальників, що забезпечить підприємству конкурентоздатність.

Організаційні складові мають комплексно забезпечити визначену мету та ідею розвитку діяльності підприємства.

Ключові слова: *підприємницька діяльність, ризики, інструменти маркетингу, малий бізнес, система запобігання ризиків.*

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