MUKACHEVO STATE UNIVERSITY
SCIENTIFIC BULLETIN
ECONOMICS

Volume 8, No. 3, 31-38
Journal homepage: https://economics-msu.com.ua/en

UDC 331.104.2
DOI: 10.52566/msu-econ.8(3).2021.31-38

Creation of a Risk Management Culture on the Example of MNS Investment LLC

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Abstract. Creating a risk management culture is an important task for any enterprise in a changing and unpredictable external environment. The purpose of this study is to consider the theoretical foundations of determining the essence of the risk management culture and practical aspects of its creation in the enterprise. The article discusses the methodological provisions of the creation of a risk management culture at the enterprise, according to which a system of parameters for risk management is built: a list of key success factors and risk management indicators in the context of the main risk groups, the activity scope of the company under study, and the areas of influence on risks. Risk management culture is considered a complex concept that determines how much all employees of an enterprise are aware of the values within the risk management system and how much the results of their activities are associated with achieving the lowest risk targets. For that purpose, the company must provide risk identification, risk analysis, risk response, and risk control. The creation of a risk management culture involves combining all these stages into an united company management chain. The methodology for creating a risk management culture was tested at MNS Investment LLC. As a result of the analysis, a risk rating was constructed in terms of the degree of their impact on the main key success indicators. The relationship of identified risks with the main activity fields of the company and the areas of influence on risks is analysed. It was discovered that the greatest risk to the company's activities in terms of impact on the purpose achievement is the risk of violating the reliability and financial status of suppliers. The use of this methodological approach is of practical value since it allows integrating the stages of risk management into the company's activities

Keywords: risk management, risk management culture, risk factors, risk indicators, impact on risks

Received: 10.05.2021, Revised: 03.07.2021, Accepted: 23.08.2021

Suggested Citation: Fedulova, I.V., Havryliuk, A.Y., & Ricketts, K. (2021). Creation of a risk management culture on the example of MNS Investment LLC. *Scientific Bulletin of Mukachevo State University. Series "Economics"*, 8(3), 31-38.

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Introduction

The risk management culture in a company is an important component of the risk management system, its core, however, the management of enterprises frequently does not pay due attention to it. Therewith, in conditions of uncertainty and socio-economic instability, and a well-built risk management system allows making effective management decisions that lead to the achievement of long-term strategic goals. The relevance of studying this issue is due to the need to create an effective risk culture at the enterprise, which should combine the identification of key risks of the enterprise, the organisation of risk management, and the use of effective methods to overcome them.

The risk culture creation and its development at the enterprise have been highlighted by many foreign and Ukrainian researchers, in particular: J.M. Farrell, A. Hoon [1], L.M. Titarenko, B.Yu. Rostiyanov, and V.A. Yatsenko [2], O. Dyugovanets and I. Dovba [3], I.V. Semenyutina [4], Ph. Silberzan and M. Jones [5], Z.N. Omarova [6]. They considered the essence of risk culture and outlined the main characteristics and attributes that determine its creation in the enterprise. Notably, the issues related to creating a risk management culture are understudied by Ukrainian researchers, most of the articles are devoted to the investigation of general theoretical aspects of the company's corporate culture. Currently, there is no generally accepted risk management methodology. Many researchers have considered methods of risk analysis and management. Namely, I. Shevchenko, and Yu. Palamarchuk [7], Yu. Shvets [8], O. Kovalenko [9], J. Freund, J. Jones [10], G. Xiaoyan, C. Chen, S. Hao, S. Juan [11] considered methods of quantitative and qualitative risk analysis. For risk analysis, specific methods are applied that are aimed at evaluating risk in terms of the probability of its emergence and its impact on achieving the company's goals. It is essential not only to apply one of the methods for risk analysis but also to build a risk management system that would allow creating a risk culture at the enterprise, that is, to combine all the business processes of the enterprise with the risk management.

According to the authors, the culture of risk management can be defined as the degree of awareness of the company's need for risk management, based on values, knowledge, beliefs, risk understanding by management, workforce, top management and building on this basis activities and management decisions, taking into account the optimal ratio of benefit and danger.

An enterprise with a developed risk culture should have established standards and methods for identifying, analysing, evaluating, and managing risks. Companies need to create a risk culture that views risk not only as a danger but also as a source of future profits for the company. It is worth noting that implementing and developing a risk management culture is a continuous and complex process. Such a process should be controlled directly by top management. If the company's risk management services do not find support from management, employees consider the risk management system ineffective, approach the risk evaluation formally, solely to avoid punishment or liability in case of negative consequences. According to the scientist [6], the risk management system as a process accounts for only 5% of work, and the risk management culture accounts for 95%. The risk management culture should be created in such a way as to provide for the entire chain of the risk management processes in the enterprise, namely: risk identification, risk analysis, the use of measures to influence risks, and control over these processes.

The risk management culture is, on the one hand, an integral component of the modern risk management system of companies, on the other, the least studied issue in Ukrainian science. The results of the annual EY survey "Changing priorities: risk culture in the banking sector" show that risk culture is among the priority areas of development: 84% of global, systemically important banks are actively working on its development [12].

The purpose of the study is to determine a methodological approach to the creation of a risk management culture on the example of MNS Investment LLC.

In accordance with this purpose, the article defines the following tasks: to investigate the essence of the risk management culture, to determine the attributes of the risk management culture creation in the organisation, to test the methodology for creating a risk management culture on the example of MNS Investment LLC.

Literature Review

J.M. Farrell, A. Hoon characterise risk management culture as an organisation's existing system of values and behaviours that determines the essence and form of decisions made in the field of risk management [1]. It affects the decisions made by management and employees, even if the company does not conduct an analysis of possible risks. In their opinion, an effective risk management culture exists when employees know the position of the organisation, the limits of their powers, and can openly discuss with management the risks that they will have to take in order to achieve the company's long-term strategic goals [1]. L.M. Titarenko, B.Yu. Rostiyanov, V.A. Yatsenko, considering the organisational aspects of risk management determine that the issues related to controlling them directly depend on the effectiveness of behaviour and activity forms of administration, their ability to give explanations, make an expert evaluation of decision-making, create conditions that allow identifying problems, guarantee the objectivity and comprehensiveness of information analysis at a professional level [2].

O. Dyugovanets and I. Dovba outlined the following determinants of risk culture development in the corporate management system: integration of risk culture identification, analysis and risk management in decision-making; regular risk culture development in the corporate system; transparency and disclosure of information about the results and effectiveness of risk management; continuous development and improvement of approaches to risk management within the organisation; implementation of international principles in the corporate governance system, ensuring the protection and equal treatment of shareholders' rights, recognition of their rights provided for by law, timely and accurate disclosure of information on all important issues related to the organisation, effective control over the activities of management with management board (supervisory board), as well as accountability of the management board to shareholders; coordination of activities and compilation of a clear strategy in the field of risk management and corporate governance on the part of management; building an integrated risk management system in the business processes of the enterprise [3]. Risk management should be harmoniously integrated into the overall management system of the company.

I.V. Semenyutina examined the attributes that can be used to identify a high level of risk management culture, namely, a unified understanding of basic concepts, principles, and goals in the field of risk management; the principles for determining risk tolerance, consistent with all stakeholders in the company's activities, its resources, and goals; the level of management competencies in the field of risk management; interaction and consulting of the management team during risk identification and substantiation of optimal risk management ways; material incentives for personnel to assist in solving risk management tasks; integration of risk management methods and procedures in all areas of business; standardisation of the risk management, availability of standards and regulations for risk management in the enterprise [4].

Representatives of the Audit Committee Institute (KPMG) consider risk culture as an internal environment where management and employees perform activities and make decisions based on taking into account and choosing the optimal ratio of risks and opportunities [13]. Ph. Silberzan specifies that it is necessary to distinguish two types of risks. The first is an activity that leads to errors or unsatisfactory results. The second is "the risk of not doing something that could be useful" [5]. Both types are interrelated, but practical experience shows that the first type is more common than the second. The entire corporate culture is also focused on the first type of risk in order to increase the viability of the system and its continuity. However, despite the risk management activity, it is still possible to get negative consequences. N. Taleb in the book "The Black Swan" [14] shows that one of the main and fundamental mistakes in risk management is that the analyst considers the possibility of regulating all obstacles by analysing ordinary statistical observations of events that occurred in the past and extrapolating them to the future without taking into account changes in business conditions. This is an impactful source of risks in the company.

Methodology

The methodological basis of the research is a bibliographic analysis of the definitions of the risk management culture, as well as dialectical and abstract-logical approaches to determining the main parameters and attributes of the creation of a risk management culture. The study considers the research method of risk management, which is based on systems analysis, as a result of which a matrix approach was used to establish causal links between key success factors, risks of the company's activities by individual groups, fields of activity, and measures to influence risks in order to minimise them. This method was proposed by Chinese researchers [11], it includes risk identification, risk analysis, risk response, and risk control. The methodological provisions of this approach are presented in Figure 1.

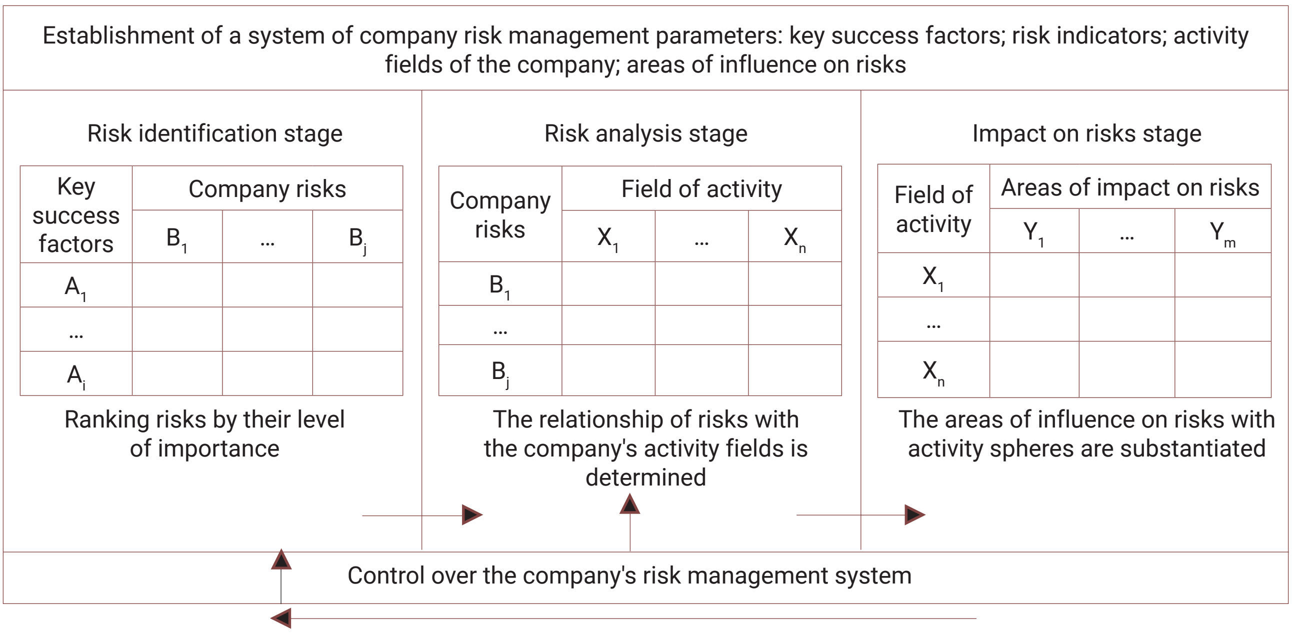

Figure 1. Methodological approach to the company's risk management

Source: compiled by the authors based on [11]

The proposed methodology was tested on the materials of MNS Investment LLC. Previously, the authors identified the key success factors, the list of risks that can affect them, structured according to certain risk groups, the fields of main activity and influence on the risks of the company under study.

To determine the level of impact that the identified risks have on the key success indicators of the company, an expert survey among leading specialists of MNS Investment LLC (6 people) in 2021 was used. The survey was conducted in the form of interviews between the authors of the study and the company's specialists and was not anonymous. The survey results were summarised using an arithmetic mean and reflected in Table 2. The assessment was performed on a 5-point scale from 0 to 5, according to which 0 is the absence of risk influence on the key success factor; 1 is a weak impact; 2 is an impact below the average level; 3 is an average level of impact; 4 is an impact above the average level; 5 is a strong impact. In addition, as a result of the analysis, the authors determined the links between the identified risks and the main activity fields of the company (Table 3) and between the areas of influence on risks and individual activities of the company (Table 4).

The weighted average score was used to calculate the integral risk assessment.

Results and Discussion

Parameters of creating a risk management culture at MNS Investment LLC

The methodology proposed in [11] allows comprehensively linking all risk management stages with the main business processes of the company, which ultimately creates a risk management culture at the enterprise. The methodology was tested at MNS Investment LLC. The company under study is the official representative of CALZEDONIA GROUP in Ukraine. As of 2021, based on the results of an analysis of operating activities, the company opened 51 stores, including the following brands: Calzedonia, Intimissimi, Falconeri, Tezenis.

The financial standing of MNS Investment LLC, according to the analysis of its financial statements in 2020 compared to previous years, was extremely critical. Despite a 5.9% drop in sales revenue in 2020 compared to the previous year, annual net profit fell more than 9 times, from UAH 56.2 million to UAH 5.1 million. The list of global restrictions due to the COVID-19 pandemic primarily affected the decline in demand for underwear and a decrease in revenue from sales. The main cause for such a rapid drop was restrictions on purchases, which began to operate throughout Ukraine and led to the closure of all stores of MNS Investment LLC. The case of COVID-19 is a vivid example of the need to take into account all the risks that may be associated with the company's activities and provide for measures to manage them in advance. Proper organisation of risk management will allow the company not only to stay afloat but also to maintain its profits or minimise its decline.

For a detailed analysis of the risks of MNS Investment LLC's activities in accordance with the methodology (Fig. 1) initially, a system of risk management parameters was built: a list of key success factors, risk management indicators in the context of their main risk groups, the scope of activity of the company under study, and the areas of impact on risks (Table 1). This activity is the key part of using the methodology under consideration, since it requires a thorough analysis of all the company's business processes, highlighting the most important risk assessment indicators in terms of remuneration and danger.

Table 1. System of risk management parameters for MNS Investment LLC

Risk management parameters	Risk indicators
Success factors	A_1 – affordability; A_2 – relevance of models; A_3 – naturalness of fabrics; A_4 – product quality; A_5 – availability of products of different price categories; A_6 – brand awareness; A_7 – advertising campaigns; A_8 – the level of management efficiency; A_9 – availability of a network of stores in Ukraine; A_{10} – product originality
Risk groups	**Globalisation risks**: B_1 – violation of the reliability and financial status of suppliers (factories); B_2 – delays and difficulties in logistics; B_3 – influence of global trends on the demand and prices
	Design risk: B_4 – the uncertainty of global fashion trends; B_5 – non-compliance with consumer expectations; B_6 – quality requirements are not met
	Trading risks: B_7 – a small concentration of sale points; B_8 – insufficient range of products; B_9 – growth of logistics costs; B_{10} – low level of staff competencies
	Market risks: B_{11} – uncertainty of currency fluctuations; B_{12} – limiting the quality and quantity of raw materials; B_{13} – decrease in the purchasing power of the population
Field of activity	X_1 – logistics; X_2 – management and marketing; X_3 – retail trade; X_4 – wholesale trade
Methods of influencing risks	Y_1 – consolidation of the supply chain (diversification); Y_2 – cost optimisation; Y_3 – creation of a reserve system; Y_4 – outsourcing; Y_5 – risk compensation; Y_6 – active marketing

Source: compiled by the authors

Risk should be considered as the level of influence of uncertainty factors on the goal achievement. Key success factors of a company are a certain list of factors that allow an enterprise to gain an advantage in the market among other organisations and defeat them in competition. This list may represent the company's minimum requirements for achieving its strategic goals. Risks that affect the key success factors of the company determine the level of achievement of the company's goals. Key success factors are the outstanding features of the company's activities in the market. These can be factors related to the level of development of management, logistics, personnel, marketing, financial status, level of innovation of the company, and others.

Among the methods of influencing risks that can be used in the enterprise, the following are considered: consolidation of the supply chain (diversification); cost optimisation; creation of a reserve system; outsourcing; risk compensation; active marketing. Supply chain consolidation aims to ensure the most effective cooperation between shippers and suppliers to ensure the most acceptable conditions in terms of providing for each required added value. Cost optimisation is a key part of every company's competitive success. If a company has reserves to reduce costs and can use them, they allow it to be successful in the unpredictable and changing conditions in the external environment.

The creation of a reserve system can take place by creating insurance reserves of raw materials, materials, components, reserve funds and developing plans for the use of those reserves to overcome negative consequences in the event of their occurrence. Outsourcing is also an important area of risk reduction for the company since the burden of loss or profit from income is shared with the other party associated with the risk. Risk compensation methods are associated with the creation of hazard prevention mechanisms, they are more time-consuming and require considerable preliminary analytical work for their effective application. The methods include strategic planning of activities, forecasting the external environment, monitoring the socio-economic and regulatory environment, training and instructing personnel.

An integral part of compensation methods is the work on strategic planning, periodic development of scenarios, evaluation of the future state of the business environment, forecasting the behaviour of partners and competitors, tracking current information about the constant update of regulatory and reference data systems, and general economic forecasting, all this can notably lower the level of uncertainty and allow anticipating the appearance of bottlenecks. Active marketing includes direct marketing (this applies to advertising activities to provide a potential consumer with complete information about the company and its products) [15], a survey of a wide audience, and personal communication with a potential consumer to study their needs.

Analytical study of creating the risk management culture at MNS Investment LLC

The next stage of methodology implementation is the construction of a matrix for determining the ratio of risks with key factors of the company's success, where the importance of the main risks at MNS Investment LLC is analysed (Table 2).

Table 2. Matrix for determining the ratio of risks with key success factors of MNS Investment LLC

Key success factors	The importance of the factor in achieving the goal	Risk groups												
		Globalisation risks			Design risk			Trading risks				Market risks		
		B_1	B_2	B_3	B_4	B_5	B_6	B_7	B_8	B_9	B_{10}	B_{11}	B_{12}	B_{13}
A_1	5	5	3	2	1	3	1	1	2	5	4	5	4	2
A_2	5	5	0	5	5	5	5	0	0	1	0	0	1	1
A_3	3	4	0	2	4	1	4	0	1	0	0	0	0	0
A_4	4	4	1	4	4	4	4	1	1	1	0	0	1	1
A_5	3	2	0	0	2	2	1	2	4	5	5	5	5	4
A_6	2	1	0	5	3	1	2	5	3	1	1	0	2	1
A_7	2	0	0	2	1	2	3	4	2	1	0	2	5	0
A_8	1	0	0	1	1	1	1	3	1	1	0	0	0	0
A_9	4	1	5	3	2	2	1	5	5	5	4	2	2	2
A_{10}	1	0	0	1	2	1	0	1	0	1	1	0	2	0
Total		90	39	85	83	81	76	57	60	75	54	52	68	41
Average generalised assessment of the impact level		3.0	1.3	2.8	2.8	2.7	2.5	1.9	2.0	2.5	1.8	1.7	2.3	1.4
Rank by impact level		1	13	2	3	4	5	9	8	6	10	11	7	12

Source: compiled by the authors

This matrix determines not only the relationship between a company's success factors and risk indicators but also the level of impact of the corresponding risk on each individual key success factor of the company. The impact level is determined by the expert method. The same rating system determines the importance of a key success factor in achieving the goals of a company. The generalised assessment for each type of risk was performed as the sum of the products of risk impact assessments on the key success factor and assessment of the importance of the key success factor in achieving the goal (Eq. 1):

$$B_{jgen} = \sum_{i=1}^{k} B_{ij} * C_i \quad (1)$$

where B_{jgen} – generalized assessment of the *j-th* type of risk; B_{ij} – influence of the jth type of risk on ith key success factor; C_i – the importance of *i-th* key success factor in achieving the goal; *k* – the number of key success factors.

According to this assessment, the rating of risk factors was determined. The average generalised score of *j-th* type of risk $B_{jgen\ avg}$ is determined by the equation (2):

$$B_{jgen\ avg} = \frac{\sum_{i=1}^{k} B_{ij} * C_i}{\sum_{i=1}^{k} C_i} \quad (2)$$

In the course of the analysis, it is possible to remove from the overall system of previous risk indicators those that have little to do with the company's success factors and establish a better system of risk assessment indicators.

According to the analysis of the main risks of LLC “MNS investment” (Table 2), the dependence on the supplier has the greatest impact on activities of the company (indicator B_1 – violation of the reliability and financial status of suppliers (factories) received rank 1), which was especially acute during the COVID-19 pandemic. The main producers of underwear for the company under study are the countries of Southeast Asia, which were among the first to be forced to close their production facilities. Production chains have been deeply affected by the COVID-19 crisis. The peak of the epidemic in China led to a shortage of raw materials (especially cotton) and other materials and components, as a considerable part of the factories-suppliers of raw materials were closed, which caused damage to MNS Investment LLC. To prevent the spread of the virus in the workplace and due to the inability to deliver products on time, factories in China and Bangladesh began to cancel orders. Due to the lack of orders, MNS Investment LLC was forced to diversify its expenses, still paying salaries to employees not to be left without sellers after the epidemic.

At the next stage of the analysis, it is necessary to determine the relationships of the main risks with the activity fields of MNS Investment LLC to determine the risks for each field of the company's activity (Table 3). By building a matrix of relationships between risks and activity fields of the company, the main risks for each field can be identified. In Table 3 the “+” sign is placed where a certain type of risk takes place in this field of activity.

Table 3. Matrix of risk relationships with the main fields of activity of MNS Investment LLC

Company risks	Average generalised assessment of the risk impact level	Rank by impact level	Activity fields of the company			
			X_1	X_2	X_3	X_4
B_1	3.0	1			+	+
B_2	1.3	13	+		+	+
B_3	2.8	2		+	+	+
B_4	2.8	3		+	+	+
B_5	2.7	4			+	
B_6	2.5	5			+	
B_7	1.9	9	+			
B_8	2.0	8			+	
B_9	2.5	6	+			
B_{10}	1.8	10			+	
B_{11}	1.7	11			+	+
B_{12}	2.3	7		+	+	
B_{13}	1.4	12			+	
Sum of risk impact assessments			5.7	7.9	24.3	11.6

Source: compiled by the authors

From Table 3 it is clear that most of the risks affect the retail trade of MNS Investment LLC, which is a key field of its activity. Moreover, the company's management has the opportunity to see what risks are associated with working in these fields of activity and discover how this affects the key success factors of the company in achieving strategic goals. With the correct identification of risks and their analysis, the company will build an effective development strategy in the clothing market in Ukraine.

At the next stage, it is necessary to determine the key methods of influencing risks in the context of the main fields of activity of MNS Investment LLC (Table 4). At the risk response stage, managers can determine the measures that should be taken for each field of the company's activities.

Table 4. Matrix for determining the areas of influence on risks in the context of individual activity fields of MNS Investment LLC

Activity fields	Methods of influencing risks					
	Y_1	Y_2	Y_3	Y_4	Y_5	Y_6
X_1	+	+	+	+		
X_2		+			+	
X_3	+	+	+			+
X_4	+					+

Source: compiled by the authors

According to Table 4, for logistics, the main methods of influencing risks are supply chain consolidation (Y_1), cost optimisation (Y_2), creation of a reserve system (Y_3), and outsourcing (Y_4). Delivery of goods from Asian countries, their customs clearance, and various delays on the way from the manufacturer to the buyer's warehouse is one of the most unpredictable moments since the cargo can stand in the customs warehouse for more than a month or be damaged during transportation. That is why it was determined that building efficient logistics will allow MNS Investment LLC to anticipate and overcome key business risks.

For the company's management and marketing, the methods of influencing risks are cost optimisation and risk compensation. For retail trade, methods of influencing risks can include supply diversification, cost optimisation, creating a reserve system, and active marketing. For wholesale trade, methods of influencing risks are supply diversification and active marketing.

Risk control plays an integral role in the company's operations. Control should ensure that the list of risk priorities and measures to influence risks are adjusted and that the established requirements for the implementation of these processes are met. The above will allow the company to create a risk culture and ensure the construction of an effective risk management strategy. Effective risk control requires periodic repetition of all stages of the proposed methodology.

The creation of a risk management culture in accordance with the proposed methodology provides for a comprehensive and structured approach to understanding the risks of the company's activities in the context of their impact on key success indicators and the company's fields of activity, to determining the areas of impact on risks that do not correspond to an acceptable level.

Unfortunately, Ukrainian companies do not generally integrate risk management into the main business processes of the company's activities. This applies not only to the prevention of undesirable events but also to the positive aspect of risk management, which is manifested in the deviation of risky activities, which can result in lost opportunities. After all, without risk, it is difficult to achieve real success. Certain Ukrainian companies use detached elements of the risk management system, namely risk identification, risk evaluation and analysis, determination of risk appetite and tolerance to individual risks, substantiation of the areas of influence on risks, control and audit of risk management. The best result can be obtained in the case of their integrated use when they work for the overall result and allow deriving the most benefit with the least risk.

Conclusions

The use of the proposed methodology allows comprehensively considering the risk management system of the company under study. All the main stages of risk management are considered in their interrelation, which makes it possible for the company's management and its managers to understand how risks affect the key success factors and determine measures that can limit their negative impact on achieving the goal. The above allows creating an effective risk management culture at the enterprise. Such an analysis cannot be one-time, in order to ensure the effectiveness of the risk culture it is necessary to perform it on a regular basis with independently determined frequency.

The reduction of delivery time is an impactful way to minimise operational risks for MNS Investment LLC. Most of the imported underwear is seasonal and has a very limited shelf life, so it is essential for the studied company to identify ways to deliver it to its customers in the shortest possible time. Reducing globalisation and market risks for MNS Investment LLC in this area is associated with improving logistics and the possibility of timely passage of customs procedures. Trends in global clothing and underwear markets, particularly before the pandemic crisis, exacerbate the issue of risk management, especially for the clothing and fashion sector. MNS Investment LLC is required to monitor global changes and respond to them quickly, at a minimal cost.

Further research will be aimed at substantiating the effectiveness of risk management measures to ensure a balance between benefit and danger.

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Формування культури управління ризиками на прикладі ТОВ «МНС Інвестмент»

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Анотація. Формування культури управління ризиками є важливою задачею для будь-якого підприємства в умовах роботи в мінливому і непередбачуваному зовнішньому середовищі. Метою даного дослідження є розгляд теоретичних засад визначення сутності культури управління ризиками і практичних аспектів її формування на підприємстві. В статті розглядаються методичні положення формування культури управління ризиками на підприємстві, відповідно до яких відбувається побудова системи параметрів для управління ризиками: перелік ключових факторів успіху, перелік індикаторів управління ризиками в розрізі основних груп ризиків, сфери діяльності досліджуваної компанії і напрями впливу на ризики. Культура управління ризиками розглядається як комплексне поняття, яке визначає наскільки всі працівники підприємства усвідомлюють цінності системи управління ризиками на підприємстві і наскільки результати їх діяльності пов'язані із досягненням цільових показників із найменшими ризиками. Для цього на підприємстві мають бути передбачені роботи з ідентифікації ризиків, аналізу ризиків, реакції на ризики та контролю ризиків. Формування культури управління ризиками передбачає поєднання всіх цих етапів у єдиний ланцюг управління компанією. Методика формування культури управління ризиками була апробована на ТОВ «МНС Інвестмент». У результаті проведеного аналізу було побудовано рейтинг ризиків з точки зору ступеня їх впливу на основні ключові показники успіху. Здійснено аналіз взаємозв'язків ідентифікованих ризиків з основними сферами діяльності компанії і напрямами впливу на ризики. З'ясовано, що найбільшим ризиком для діяльності компанії з точки зору ступеня впливу на досягнення цілі є ризик порушення надійності і фінансового стану постачальників. Використання даного методичного підходу має практичну цінність, оскільки дозволяє інтегрувати етапи процесу ризик-менеджменту в діяльність підприємства

Ключові слова: ризик-менеджмент, культура управління ризиками, індикатори ризиків, вплив на ризики