Economic Affairs, Vol. 68, No. 04, pp. 2095-2103, December 2023
DOI: 10.46852/0424-2513.4.2023.20

Review Paper

Risk Management Strategies in the Global Business Environment: Analysis of Complex Dependencies and Effectiveness of Measures

Maryna Baldzhy[1*], Kateryna Khavrova[2], Olga Guseva[2], Alona Goloborodko[2] and Anastasia Artyomova[2]

[1]Department of the Management, International Humanitarian University, Odesa, Ukraine
[2]Department of Economics, State University of Information and Communication Technology, Kyiv, Ukraine

*Corresponding author: baldgi@ukr.net (**ORCID ID:** 0000-0003-4654-9093)

Received: 29-07-2023 **Revised:** 30-11-2023 **Accepted:** 09-12-2023

ABSTRACT

The study investigates risk management strategies within the global business environment, focusing on the analysis of intricate dependencies and the efficacy of corresponding measures. The significance of this research arises from the contemporary reality wherein the business environment contends with a multitude of influential factors capable of altering the organizational dynamics of the business realm. Consequently, enterprises and companies must cultivate preparedness for diverse factors that threaten their sustained viability. The article deliberates on risk management strategies within the global business environment, emphasizing the analysis of complex dependencies and the effectiveness of implemented measures. The significance of risk management in the current stage of development is delineated. The essence of risk management strategies is explicitly defined, and factors that possess the potential to impact the operational dynamics of enterprises adversely are systematically examined. The paper outlines various methods of risk management planning, including acceptance, transfer, avoidance, and reduction. The specific application nuances of each method are expounded upon. Additionally, the interrelationship between risk management methods and strategies is delineated, providing clarity on their respective roles and contributions. The examination of risk management strategies encompasses the analysis of specific approaches, namely the one percent strategy, stop-loss and take-profit order strategy, diversification and hedging, exit strategy, and research strategy. The study identifies the predominant domains wherein each strategy is frequently employed, elucidating their fundamental characteristics and discerning their impact on alterations within the company's operations. Furthermore, illustrative examples of these strategies are provided to enhance understanding. The summary of risk management strategy implementation in the enterprise's activities is presented, elucidating the principal aspects, stages, and procedural framework. The determination of the impact of implementation on the company's operations and its capacity to mitigate risks is systematically addressed.

HIGHLIGHTS

- The article explores the multifaceted nature of risk management strategies in the global business environment, emphasizing the need for organizations to proactively identify and employ measures to mitigate risks arising from political, economic, and social factors.
- The study provides a comprehensive examination of risk management strategies, including delineating the essence of the concept, expounding on planning methods, scrutinizing principal strategies, and unveiling intricacies of implementation within enterprises. It underscores the situational nature of risk management, acknowledging the necessity for calculated risks in achieving leadership and profitability while acknowledging the limitations of strategies in anticipating all factors impacting business operations in the dynamic global landscape.

Keywords: Business environment, corporate environment, enterprise, implementation of risk management strategy, methods of risk management planning, risk management strategy

How to cite this article: Baldzhy, M., Khavrova, K., Guseva, O., Goloborodko, A. and Artyomova, A. (2023). Risk Management Strategies in the Global Business Environment: Analysis of Complex Dependencies and Effectiveness of Measures. *Econ. Aff.*, **68**(04): 2095-2103.

Source of Support: None; **Conflict of Interest:** None

The contemporary business environment is subject to many influential factors, encompassing political, economic, and social dimensions. Consequently, organizations operating within the global business milieu must proactively identify measures that enable them to mitigate significant risks inherent in their activities. For instance, certain companies impose constraints on the magnitude of financial transactions and expenditures, thereby averting potential unprofitability. Others, in their risk mitigation efforts, exclusively collaborate with partners holding a commendable position in business ratings or possessing a high trust rating, thus sidestepping involvement with dubious entities. Additionally, some companies adopt a practice of engaging solely in projects that exhibit a predefined, stable level of profitability, thereby minimizing the likelihood of incurring losses.

Nevertheless, to mitigate risks, each company employs a distinct risk management strategy, comprising a set of measures that cover diverse aspects and factors that could jeopardize the organization's operations. Consequently, adherence to such strategies aids in averting unforeseen losses and enhancing the company's market position. Therefore, the exploration of this topic is pertinent to the study.

This paper aims to elucidate risk management strategies in the global business environment by examining complex dependencies and evaluating the effectiveness of corresponding measures. The essence of this goal stems from the contemporary reality wherein the business environment is subject to the influence of numerous factors. Consequently, effective leadership mandates an understanding of how to avert potential losses and secure substantial profits. Equally critical is the discernment of when risk is acceptable, allowing for ventures that may appear dubious in the present but hold the potential for future profitability.

Aligned with the study's aim, the objectives are as follows:

1. To delineate the essence of the concept of "risk management strategy."
2. To expound upon the methods of risk management planning.
3. To scrutinize the principal risk management strategies.
4. To unveil the intricacies of implementing a risk management strategy within an enterprise.

LITERATURE REVIEW

The investigation into risk management strategies within the global business environment, focusing on the analysis of complex dependencies and the efficacy of measures, has been explored by domestic researchers such as M. Borovyk (2018), V. Kolenda (2018), I. Makarchuk (2020), A. Starostina (2018), I. Fedulova (2019). According to their perspectives, the operational viability of any company embedded in the global business environment necessitates a pre-established risk management strategy. Consequently, companies must discern measures that restrict the volume or frequency of transactions prone to losses and identify areas that enable the avoidance of unprofitability.

Thus, in I. Makarchuk's work, "Enterprise Strategic Risk Management," the primary strategies for risk minimization within a company are outlined (2020, p. 108). She asserts that one of the most effective strategies is the one percent strategy, wherein allocating 1% of the total capital mitigates the risk of unprofitability, ensuring minimal risks for the company. Importantly, this 1% should be drawn from funds designated for investments or operational expenses to prevent scenarios where funds intended for a loss-making project compromise the financial support of other crucial areas within the company. For instance, withdrawing funds from the payroll may result in delayed employee remuneration, posing a risk of staff losses.

Thus, the scrutinized scientific foundation concerning this matter has unveiled that the literature provides sufficient information for the consideration of this problem. Nonetheless, the examination of risk management strategies in the global business environment is somewhat cursory, as the majority of works are primarily focused on risk management strategies within the realm of small business.

METHODS

The research employed several methods, including description, analysis and synthesis, comparison, generalization, and modeling. The descriptive method was applied to delineate the factors influencing the emergence of risks in enterprise activities. Analysis and synthesis were utilized to elucidate the principal risk management strategies and their ramifications on the enterprise. The comparative method was employed for contrasting various risk management planning approaches. Generalization was employed to summarize the outcomes of the study succinctly.

The modeling method was employed to construct a model representing the principal risk management strategies. Its application facilitated the schematic representation of the main strategies and the delineation of each strategy's position in the progression of risk management development. The model enhances the visual and conceptual clarity of information, promoting a more accessible understanding.

RESULTS

In the contemporary business landscape, risk management commands significant attention. This heightened focus is primarily attributed to the dynamic nature of the present world, where new threats continually emerge in the business sector—often these threats comprise minor factors with the potential to fundamentally alter the functioning of specific domains. Moreover, companies and enterprises involved in trade and investment are particularly susceptible to external conditions, rendering risks in such a business environment notably elevated. Even recourse to insurance and other mechanisms to safeguard invested funds and resources does not invariably provide complete immunity against all financial and material risks (Willis, 2020, p. 12).

Consequently, the issue of risk management retains its current relevance. Thus, the prioritization of risk minimization is evident, particularly among businesses and companies endowed with substantial resources. Accordingly, top management in such entities consistently aligns risks with opportunities and evaluates potential losses concerning anticipated returns. Even in instances where risks are substantial, decisions are deemed appropriate if they can potentially augment income. Nonetheless, risk management remains an intricate process extending beyond the mere identification of less risky projects. This domain involves the definition of an array of effective tools aimed at minimizing potential risks (Sarana, 2021, p. 109).

In essence, risk management involves the formulation of forecasts for future developments in the business environment and the identification of risks that could detrimentally impact the financial standing of an institution. Employing risk management tools facilitates the minimization of losses and the consideration of new potential opportunities. Simultaneously, it is imperative to ascertain the company's overall risk exposure, potential risk factors in specific business areas, and risks associated with particular transactions. Consequently, the company identifies financial transactions designed to mitigate risks, incorporating measures such as insurance, portfolio diversification, and asset optimization.

To mitigate risks, companies formulate risk management strategies, constituting a set of strategic actions and tactics geared towards minimizing risks in the business environment (Five risk management strategies). Frequently, these strategies are devised after the identification of potential risks. Concurrently, strategies cannot be formulated until risk planning methods are implemented. In essence, methods serve as tools facilitating the anticipation and planning of risks (Kovalko *et al*. 2022; Dvigun *et al.* 2022).

Risk management strategies are typically devised for sectors characterized by the highest levels of risk. Notably, these sectors encompass investing, cryptocurrencies, trading, and digital business. The heightened risk in these areas is often attributed to their susceptibility to political and economic fluctuations coupled with changes in legislation. Consequently, projects within these domains frequently encounter challenges in terms of profitability, as consumer demands exhibit constant fluctuations, accompanied by price volatility for services. Furthermore, intense competition prevails in these sectors, adversely impacting the ability to innovate and introduce new projects. Another influential factor is the technological complexity employed by companies in these sectors; if such technologies prove challenging for the average consumer to comprehend, demand for the services of these companies tends to be low (Anwer and Siddiqui, 2019, p. 11).

Consequently, the global business environment demands the implementation of dependable risk minimization methods. Employing these methods not only averts financial losses but also fosters opportunities for the development of new promising projects. Additionally, the significance of risk management planning methods is noteworthy. These tactical actions are designed to preemptively address risks even before engaging in a specific project or signing an agreement (Ryan, 2020, p. 7).

In the contemporary business environment, four methods of risk management planning are employed. The first is the acceptance method, characterized by the conscious acknowledgment and acceptance of risks by the company. In this approach, the company intentionally assumes risks without employing financial protection instruments. Despite the potential for even minor losses, the company embraces them, driven by the assurance that the benefits will ultimately outweigh any incurred drawbacks.

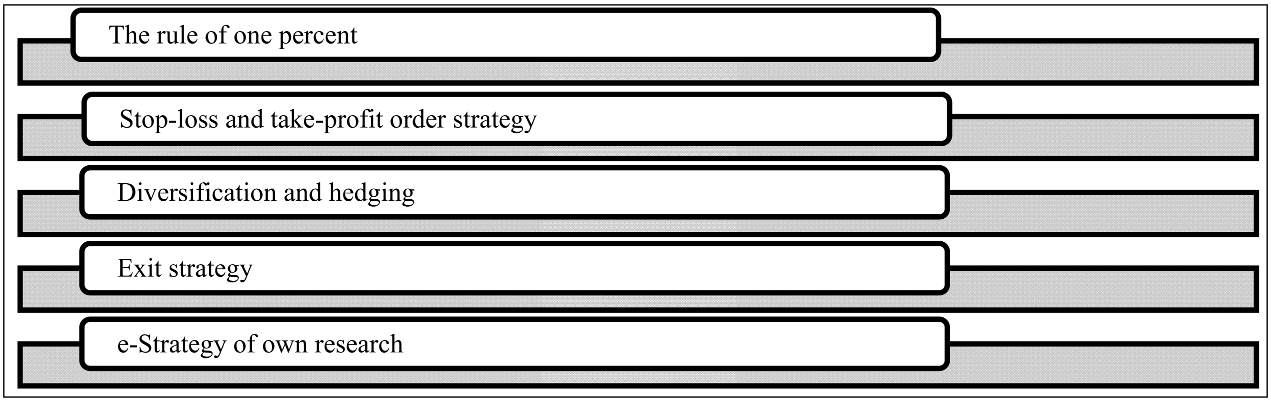
The second method is the transfer method, where the essence lies in transferring the risk to another party for a fee. In this approach, the company incorporates a third party into the agreement, willing to assume the risks while concurrently deriving benefits from participation in the project. Consequently, the company engaged in the transaction is shielded from potential losses.

The third method is the avoidance method. In this scenario, the company opts out of participation in a project deemed risky. While this choice spares the company from incurring losses, it also entails foregoing potential opportunities. This method is commonly adopted by smaller companies that are cautious about risking modest assets and market positions.

The fourth method is the reduction method. In this approach, the company employs measures to shield itself from potential risks by executing various financial transactions. The most prevalent means of risk reduction is through insurance, where compensation is assured even in the event of a loss. Furthermore, this method can be applied across diverse asset types (Vasylieva, 2015, p. 20).

The application of these methods serves to preempt potential threats and circumvent losses. These methods constitute integral components of risk management strategies, a category encompassing a substantial array of approaches. In general, five commonly recognized risk management strategies are depicted, as illustrated in Fig. 1.

Among the delineated strategies, the one percent rule is the most prevalent. Its essence lies in the principle that the investment in a project should not exceed one percent of the total capital. For instance, if a company possesses assets valued at $1,000,000, it can allocate no more than $10,000 to the project, representing 1% of its asset value. This strategy is straightforward to implement, as it facilitates the determination of the permissible investment limit through simple calculations. Furthermore, even in the event of an unsuccessful project, the company incurs no substantial losses, thereby safeguarding its future operations. Simultaneously, the risks associated with this strategy are minimal, as the company avoids jeopardizing its assets, and any losses incurred do not significantly impact the financial position of the enterprise (Makarchuk, 2020, p. 108).



Source: *Compiled by the authors.*

Fig. 1: Key risk management strategies in the global business environment

Such a strategy holds significance for companies engaged in diverse investments, particularly those in the construction, manufacturing, and entertainment industries. These sectors often pursue substantial investments in numerous projects following the success of one, anticipating significant returns. However, top management frequently neglects realistic calculations of potential profits and fails to correlate them with potential losses, operating under the assumption that the deal carries no inherent risks. Consequently, companies investing heavily in unprofitable ventures face the risk of bankruptcy due to inadequate risk assessment (Verbytska, 2016, p. 36).

The stop-loss and take-profit strategy finds predominant application in digital business, cryptocurrencies, import-export operations, logistics, and the sales of goods and services. Its essence is exemplified by determining a stop price upon entering a transaction, corresponding to the value of the invested asset. In the event of a successful transaction, a pre-established amount is returned, while in the case of an unprofitable outcome, an amount not lower than the predetermined sum is recovered. This approach enables companies to mitigate risk, as their funds are guaranteed to be returned, precluding losses. The strategy employs methods to fix amounts in financial transactions, aiming to eliminate risks. Concurrently, it serves as an alternative to insurance and the involvement of third parties for mediation, as a stipulated stop price is formally incorporated into the agreement (Frigo, 2021, p. 60).

Take-profit strategy involves establishing the price at which services and products will be sold. In essence, the company predetermines the selling price of goods, thereby defining the targeted profit. Nevertheless, in situations where the counterparty, with whom the agreement is formed, sells the products at a lower price due to specific circumstances, they are obligated to reimburse the first company an amount equivalent to the profit calculated based on the agreed-upon price. Consequently, the second company incurs losses, effectively paying an additional fee to the first company if prices for certain products decrease. This strategy is particularly effective in the context of imports and exports, where the prices of products may fluctuate during the delivery process to a specific destination (Khresiat, 2019, p. 66).

It is noteworthy that the advantage of the take-profit approach lies in the predetermined pricing of products. After a comprehensive evaluation of potential risks, the company establishes the price at which it will assuredly generate a profit without exposure to risks. Moreover, such an agreement can be subject to amendments periodically, especially if the first company perceives minimal risks, allowing for the adjustment of a higher price. Conversely, the second company, recognizing potential risks and uncertainties in achieving sales at the agreed-upon price, may decline to amend the agreement, as it bears the onus of assuming all associated risks. The benchmarks for losses and profits must remain realistic, considering the prevailing economic and political circumstances (Chuang and Huang, 2018, p. 1002).

The diversification and hedging strategy entails fixing the price for a specified period. Specifically, during the assessment, the company identifies the optimum period for achieving the highest profitability. Consequently, the company defers from entering into an agreement or initiating a project until the anticipated period of peak performance. This strategy mitigates the risk of over-investment and precludes potential losses. Emphasis is placed on the precision of calculations, which are influenced by economic, political, financial, and social factors (Palmer, 2020, p. 12).

The company should additionally comprehend the specific psychology of consumers who are potential buyers during a particular period. For instance, if a company specializes in manufacturing winter gear, it needs to recognize that the optimal period for maximizing profits from selling such products is November. This is when consumers are actively preparing for the winter season and making purchases of relevant goods. However, if such equipment is offered for sale in the summer, the price is likely to be lower than the standard rate, resulting in financial losses for the company (Ondiek, 2017, p. 90).

Hedging entails the acquisition of an additional asset. Its core lies in the company procuring an additional resource from a partner or competitor, to secure increased profits. Consequently, the risks associated with this approach are minimal, as the company calculates the anticipated profit from the transaction in advance and assesses potential risks. Moreover, this strategy enhances the company's market position, augmenting its competitiveness (Holme, 2020, p. 3).

Numerous instances of hedging are evident in the global business environment. For instance, prominent companies often acquire smaller entities to broaden their capabilities. Additionally, acquiring intellectual products, such as technology, is a prevalent practice. This enables a company to acquire a product without incurring expenses related to development and research. In such cases, the risk associated with hedging is minimal, as the company invests in a venture expected to be profitable under any circumstance. Consequently, the strategy of diversification and hedging is actively employed by companies engaged in digital business, financial and economic enterprises, information and communication technologies, and manufacturing (Butt and Ahmad, 2019, p. 19).

The exit strategy becomes paramount when a company recognizes that continued operations in a specific sector may result in losses. Employed by companies across various industries, this strategy proves adaptable to different realms of global business. The crux of the strategy lies in the vigilant monitoring of profits and losses, and fluctuations in production or sales by company representatives. This enables the identification of the point at which the demand for services or products diminishes, signaling potential risks in further activities. Simultaneously, the company's management adheres to a predefined plan that aids in determining the fundamental aspects of the business operations (Duong, 2009, p. 22).

When the company's representatives observe that the performance indicators fall below the planned targets, they may initiate the process of exiting the project or agreement. However, it is common for the company's management to refrain from implementing an exit strategy even when it fails to meet its objectives or experiences a decline in the demand for its products or services. This reluctance may stem from the popularity associated with a company that has launched a new or innovative project, the pursuit of maximizing results, and the inclination of other company representatives to sustain ongoing operations. Additionally, the management often believes that the situation is stabilizing, and a slight decline in demand or a price reduction will not significantly impact the overall situation. It is pertinent to note that companies operating in the global business arena may choose not to withdraw from a project if they are collaborating with a well-known entity, thereby enhancing their corporate reputation (Colchester, 2022, p. 3).

This strategy is frequently constrained by the establishment of a predetermined price limit for the product or sales volume. Consequently, the company initiates its exit from the project solely when the price descends below the pre-established minimum price or when sales decline to a level at which selling products is no longer profitable. In this scenario, the decision to exit is contingent on a specific economic calculation (Abdel-Basset and Mohamed, 2020, p. 121).

The due diligence strategy employed by the company encompasses the utilization of diverse tools to verify information about a transaction or project. This strategy proves notably effective in the current context, as risks can be minimized through the application of various means and methods to acquire necessary data. Moreover, the virtual space offers abundant information about specific companies, encompassing details about their assets, resources, and projects. Company partners may also share insights into the specifics of their longstanding relationships with a particular organization. Notably, various registries have been established, providing a comprehensive set of information about a particular institution for free, with additional details incurring a cost. For many companies, this presents an opportunity to swiftly and relatively inexpensively gather extensive insights about their business partner, thereby mitigating the level of risk associated with collaboration (Hasan, 2020, p. 126).

Furthermore, contemporary business landscapes feature consulting, information, and analytical agencies and centers that compile business information for a well-defined fee. Their services facilitate the expeditious retrieval of requisite data, contributing to the elimination of diverse risks. Simultaneously, the cost of these centers' services is often outweighed by the potential losses incurred in an unsuccessful deal. Additionally, these entities typically furnish a comprehensive report on the company, enabling an assessment of risks that may not have been previously considered (Bao *et al.* 2019, p. 1495).

This strategy is applicable across all domains of international business, given the imperative need for comprehensive information in diverse operational realms. Nevertheless, a pervasive challenge lies in the potential for misinformation. Within the virtual space, competitors may intentionally generate false reviews, and consumers of a specific company's services may express opinions influenced by their subjective interpretation of events. Concurrently, verifying the source and objectivity of disseminated information is not always feasible (Fedulova, 2019; Bazaluk *et al.* 2020).

Therefore, in implementing this strategy, meticulous attention must be directed toward the information source, which should not exhibit signs of suspicion or vested interest in disseminating specific information. In instances where doubts persist regarding the authenticity of the information, recourse to trusted sources is advisable. Such a precautionary measure aids in risk avoidance, recognizing that even positive information may be potentially misleading (Asadi, 2015, p. 93).

Simultaneously, implementing each strategy necessitates substantial organizational changes within the enterprise. Specifically, the incorporation of risk management strategies in the enterprise should not be treated as an isolated business segment but rather as a comprehensive management system. By doing so, the adoption of risk management strategies transcends mere operational aspects to become an integral part of the overall job responsibilities of every employee (Rahman *et al.* 2022). Consequently, a financial department employee identifies investment opportunities that pose minimal risk to the company's budget, a monitoring department employee identifies trustworthy companies for potential partnerships, an economic department employee identifies effective operational areas for the company, and a legal department employee formulates advantageous terms within the company's contracts. This collective effort contributes to the overall development of the system, thereby mitigating potential losses for the enterprise (Kolenda, 2018, p. 334).

The strategic risk management process encompasses several sequential steps. The initial step involves defining the objective of managerial activities, which entails assessing the current state of the enterprise and articulating the desired goals. Subsequently, the diagnostic step is undertaken, aiming to ascertain the extent of deviations from planned indicators and identify the strengths and weaknesses of the company (Starostina, 2018, p. 20). The third step involves analyzing potential risks and threats to the enterprise's operations (Yakubovskyi, 2020, p. 13; Borovyk, 2018, p. 6). Finally, the fourth step entails establishing an acceptable level of risk and formulating a strategic direction for risk management within the institution.

DISCUSSION

In essence, the discourse surrounding risk management strategies in the global business environment is inherently contentious. On one hand, there exist tools capable of mitigating risks, and thus, adherence to such strategies can avert unprofitability. Conversely, within the global business landscape, achieving profitability and establishing market positions is unattainable without assuming risks. Notably, a company aspiring to attain leadership in a specific domain must take calculated risks, engage in substantial projects, foster partnerships with reputable entities, and make significant investments in development. Effectively, risk management strategies can be characterized as situational, given that, inevitably, top management of companies partakes in venturesome projects or transactions with the prospective benefit of the company in mind.

It is noteworthy that a strategy may not anticipate all the factors that could potentially impact the company's operations. In the context of the global business environment, such factors encompass political, economic, and social changes. Consequently, even with the implementation of a risk management strategy, it may not suffice to prevent losses. Furthermore, in specific circumstances, the strategy might lead to the company failing to attain the desired profit, as imposed restrictions could hinder the ability to set a higher price or sell a greater volume of products.

CONCLUSION

Hence, the article scrutinizes risk management strategies within the global business environment by evaluating intricate interdependencies and assessing the efficacy of implemented measures. Throughout the investigation, the following conclusions have been derived.

The core of the "risk management strategy" concept has been delineated. It has been ascertained that risk management strategies constitute a compilation of strategic actions and tactics to minimize risks within the business environment. The utilization of these strategies enables an enterprise, employing specific tools, to potentially recognize adverse factors that may impact its operations. This, in turn, aids in averting losses and damages. Notably, risk management planning methods function as integral components of these overarching strategies.

The techniques employed in risk management planning have been expounded upon. These methods encompass acceptance, transfer, avoidance, and reduction. The implementation of each method enables the establishment of financial constraints, determination of specific monetary amounts, or risk mitigation through insurance or financial transactions to ensure fund recovery. The acceptance method involves a wholehearted agreement with uncertain projects or transactions.

The predominant risk management strategies have undergone analysis. These strategies encompass the one percent rule, the stop-loss and take-profit order strategy, diversification and hedging, the exit strategy, and the strategy of proprietary research. Each strategy is founded on meticulous economic calculations of factors that could adversely impact the company's operations. It is advisable to integrate multiple strategies, as reliance on a singular strategy may not yield the desired outcomes.

The particulars of implementing a risk management strategy at an enterprise have been elucidated. The implementation process entails establishing the objective of management activities, conducting a diagnostic assessment of the enterprise's status, identifying all potential risks, comparing enterprise indicators, and formulating the strategic direction for risk management. Simultaneously, the principal facets of executing a risk management strategy at an enterprise have been characterized.

REFERENCES

Abdel-Basset, M. and Mohamed, R. 2020. A novel plithogenic TOPSIS-CRITIC model for sustainable supply chain risk management. *J. Cleaner Prod.*, **247**: 121-134.

Anwer, S. and Siddiqui, D. 2019. Business Process Management Organizational Performance and Competitiveness: The Mediatory Role of Supply Chain Collaboration. SSRN, 1, 11-18.

Asadi, Z. 2015. An investigation of risk management strategies in projects. *Marketing and Branding Res.*, **2**: 89-100.

Bao, G., Liao, Z. and Hine, D. 2019. Managerial cognition, emergency preparedness, and firm's emergency response performance. *J. Risk Res.*, **22**(12): 1490-1500.

Bazaluk, O., Yatsenko, O., Zakharchuk, O., Ovcharenko, A., Khrystenko, O. and Nitsenko, V. 2020. Dynamic development of the global organic food market and opportunities for ukraine. *Sustainability* (Switzerland), **12**(17).

Borovyk, M. 2018. Risk management. Kharkiv: XNUMX named after O. M. Beketov, pp. 65.

Butt, A.S. and Ahmad, A.B. 2019. Are there any antecedents of top-down knowledge hiding in firms? Evidence from the United Arab Emirates. *J. Knowledge Manage.*, **2**: 18-25.

Chuang, S. and Huang, S. 2018. The effect of environmental corporate social responsibility on environmental performance and business competitiveness: The mediation of green information technology capital. *J. Business Ethics*, **150**(4): 991-1009.

Colchester, B. 2022. Risk Management Strategy 2022/23. London: Colchester Borough Council, pp. 11.

Duong, L. 2009. Effective Risk Management Strategies. London: Arcada, pp. 67.

Dvigun, A.O., Datsii, O.I., Levchenko, N.M., Shyshkanova, G.A. and Dmytrenko, R.M. 2022. Rational use of fresh water as a guarantee of agribusiness development in the context of the exacerbated climate crisis. *Sci. and Innova.*, **18**(2): 85-99.

Fedulova, I. 2019. Risk management strategy. *Management and Entrepreneurship in Ukraine*, **1**: 65-74.

Five risk management strategies. Available at: https://academy.binance.com/uk/articles/five-risk-management-strategies (access date: 07.10.2023).

Frigo, M. 2021. What is Strategic Risk Management? *Strategic Manage.*, **1**, 59-61.

Hasan, A. 2020. The impact of effective risk management strategies on firm performance. *Int. J. Engineering Technol. Res. & Manage.*, **4**: 122-139.

Holme, C. 2020. Group risk management strategy and framework. Bristol: Bristol Holding Limited, pp. 35.

Khresiat, O. 2019. Impact of Investment Decisions on the Profits of Jordanian Insurance Companie Listed on the Amman Stock Exchange. *Academy of Accounting and Financial Stud. J.*, **3**: 65-72.

Kolenda, V. 2018. A strategic approach to enterprise risk management in terms of ensuring its socio-ecological and economic security. *Econ. and Soc.*, **15**: 333-337.

Kovalko, O., Eutukhova, T. and Novoseltsev, O. 2022. Energy-related services as a business: Eco-transformation logic to support the low-carbon transition. *Energy Engineering: J. of the Association of Energy Engineering*, **119**(1): 103-121.

Makarchuk, I. 2020. Management of strategic risks of the enterprise. *Econ. Sci.*, **8**: 107-112.

Ondiek, P. 2017. Risk Management Strategies. *J. of Strategic Manage.*, **6**: 85-104.

Palmer, J. 2020. Risk Management Strategy. Huntingdon: CPCA, pp. 25.

Rahman, M., Chowdhury, S., Zayed, N.M., Imran, M.A., Hanzhurenko, I. and Nitsenko, V. 2022. Does globalization trigger an ecological footprint? A time series analysis of bangladesh. *Rocznik Ochrona Srodowiska*, **24**: 141-162.

Ryan, O. 2020. Strategic risk. A cornerstone of risk transformation. London: Delloite, pp. 12.

Sarana, L. 2021. Enterprise risk management in modern economic conditions. *Problems of the Systemic Approach in Economics*, **2**: 107-112.

Starostina, A. 2018. Risk management. Kyiv. Polytechnic Publishing House, pp. 200.

Vasylieva, T. 2015. Economic risk: assessment and management methods. Sumy: DVNZ "UABS NBU", pp. 208.

Verbytska, G. 2016. The influence of investment risk factors on the development of domestic machine-building enterprises. *Bulletin of the Lviv Polytechnic National University*, **847**: 35-41.

Willis, T. 2020. Strategic Risk Management. Mitigate and Control. London: Willis Limited, pp. 20.

Yakubovskyi, O. 2020. Reference synopsis for the distance course "Risk and Crisis Management". Kyiv: National Academy of Public Administration under the President of Ukraine, pp. 89.