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**IMPLEMENTATION OF A SYSTEM FOR ASSESSING THE RISKS OF
INNOVATIVE ACTIVITY IN STRATEGIC PLANNING OF
ENTERPRISE DEVELOPMENT**

**ВПРОВАДЖЕННЯ СИСТЕМИ ОЦІНЮВАННЯ РИЗИКІВ
ІННОВАЦІЙНОЇ ДІЯЛЬНОСТІ У СТРАТЕГІЧНОМУ
ПЛАНУВАННІ РОЗВИТКУ ПІДПРИЄМСТВА
ВНЕДРЕНИЕ СИСТЕМЫ ОЦЕНИВАНИЯ РИСКОВ
ИННОВАЦИОННОЙ ДЕЯТЕЛЬНОСТИ В СТРАТЕГИЧЕСКОМ
ПЛАНИРОВАНИИ РАЗВИТИЯ ПРЕДПРИЯТИЯ**

***Summary.** Modern enterprises are forced to adapt to rapid changes in the external environment and work in conditions of incomplete uncertainty, which significantly affects the activities of enterprises. To maintain their competitive advantages, companies must quickly consider and develop an action plan to minimize the possible negative impact of both risk factors of the macro and micro environment, as well as constantly analyze the available internal resources to ensure further development.*

The aim of the article is to analyze the approaches to the selection of stages of strategic planning of enterprise development in order to implement a system of risk assessment of innovative activity to be able to assess them at each stage of the life cycle of the innovation process.

The article improves the classification of risks of innovation, which, in contrast to the known, takes into account the stages of the life cycle of the innovation project; and allows you to identify risks at each stage of the life cycle of the innovation project.

The article identified the main stages of strategic planning of enterprise development, which allowed to improve the methodological approach to the process of risk assessment of innovation in the enterprise, which, unlike known, is based on improving the implementation of risk assessment in the enterprise by determining relevant stages of strategic planning, which must be used in the process of assessing the risks of the enterprise; and allows to take into account

the list of necessary stages in the strategic planning of enterprise development depending on the stage of the enterprise life cycle, its strategic goals and size.

Key words: *risk assessment, risks of innovation activity, the concept of risk assessment, stages of strategic planning, enterprise development.*

Анотація. *Сучасні підприємства вимушені адаптуватися до швидких змін зовнішнього середовища та роботі в умовах неповної визначеності, що суттєво впливає на їх діяльність. Для збереження своїх конкурентних переваг підприємства повинні швидко враховувати та розробляти план дій щодо мінімізації можливого негативного впливу як факторів ризику макросередовища, так і мікросередовища, а також постійно аналізувати наявні внутрішні ресурси для забезпечення подальшого розвитку.*

Метою статті є аналіз підходів до виділення етапів стратегічного планування розвитку підприємства з метою імплементації системи оцінювання ризиків інноваційної діяльності для можливості їх оцінювання на кожному етапі життєвого циклу інноваційного процесу.

У статті удосконалено класифікацію ризиків інноваційної діяльності, що, на відміну від відомих, враховує етапи життєвого циклу інноваційного проекту; та дає змогу виділити ризики на кожному етапі життєвого циклу інноваційного проекту.

У статті було визначено основні етапи стратегічного планування розвитку підприємства, що дало змогу удосконалити методичний підхід процесу оцінювання ризиків інноваційної діяльності на підприємстві, що, на відміну від відомих, базується на вдосконаленні процесу імплементації системи оцінювання ризиків на підприємстві шляхом визначення релевантних етапів стратегічного планування розвитку підприємства, які необхідно використовувати в процесі оцінювання ризиків підприємства; та дає змогу враховувати перелік необхідних етапів при стратегічному

плануванні розвитку підприємства в залежності від етапу життєвого циклу підприємства, його стратегічних цілей та розміру.

Ключові слова: *оцінювання ризиків, ризики інноваційної діяльності, концепція оцінювання ризиків, етапи стратегічного планування, розвиток підприємства.*

Аннотація. *Современные предприятия вынуждены адаптироваться к быстрым изменениям внешней среды и работе в условиях неполной определенности, что существенно влияет на их деятельность. Для сохранения своих конкурентных преимуществ предприятия должны быстро учитывать и разрабатывать план действий по минимизации возможного негативного влияния как факторов риска макросреды, так и микросреды, а также постоянно анализировать имеющиеся внутренние ресурсы для обеспечения дальнейшего развития.*

Основная цель статьи состоит в анализе подходов к выделению этапов стратегического планирования развития предприятия с целью имплементации системы оценки рисков инновационной деятельности для возможности их оценки на каждом этапе жизненного цикла инновационного процесса.

В статье усовершенствована классификация рисков инновационной деятельности, что, в отличие от известных, учитывает этапы жизненного цикла инновационного проекта; и позволяет выделить риски на каждом этапе жизненного цикла инновационного проекта.

В статье определены основные этапы стратегического планирования развития предприятия, что позволило усовершенствовать методический подход процесса оценки рисков инновационной деятельности на предприятии, что, в отличие от известных, базируется на совершенствовании процесса имплементации системы оценки рисков на предприятии путем определения релевантных этапов стратегического

планирования развития предприятия, которые необходимо использовать в процессе оценки рисков предприятия; и позволяет учитывать перечень необходимых этапов при стратегическом планировании развития предприятия в зависимости от этапа жизненного цикла предприятия, его стратегических целей и размера.

Ключевые слова: *оценки рисков, риски инновационной деятельности, концепция оценки рисков, этапы стратегического планирования, развитие предприятия.*

Formulation of the problem. In conditions of uncertainty, modern enterprises need to have information about their environment. It is advisable to analyze not only the impact of the external environment (which the company can not fully control), but also take into account the internal environment of the enterprise and the peculiarities of its development, which will more accurately determine the risk factors of the enterprise. Without taking into account key trends, systematic diagnosis of the internal environment and identification of problems (weaknesses) of the enterprise, it is impossible to effectively implement innovative projects.

That is why the problem of implementing a system for assessing the risks of innovation in the strategic planning of enterprise development becomes especially relevant.

Analysis of research and publications. Foreign and domestic scientists, namely M. Albert [4], I. Ansoff [1], L. Artemenko [3], F. Hedoury [4], Yu. Goryashchenko [6], L. Dovgan [3], Yu. Karakai [3], M. Mescon [4], I. Minyailenko [5], Ye. Novak [6], I. Paderin [6], A. Strickland [8], H. Strokovich [7], A. Thompson [8], O. Vikhansky [2], paid attention to the problem of determining the sequence of stages of strategic planning of enterprise development in their works..

However, not enough attention is paid to the allocation of stages of strategic planning of enterprise development in order to assess the risks of innovation.

The purpose of the article. The aim of the article is to analyze the approaches to the selection of stages of strategic planning of enterprise development in order to implement a system of risk assessment of innovative activity to be able to assess them at each stage of the life cycle of the innovation process.

Research methods. A complex of theoretical research methods has been used: deduction and induction, analysis and synthesis, comparison, generalization, systematization and interpretation of results. The methodological and informational basis of the work is scientific works of domestic and foreign scientists and practitioners, materials of periodicals, Internet resources.

Result. Of particular relevance is the issue of defining the main stages of the strategic planning process in order to identify possible stages for assessing the risks of innovation. Scientists do not have a single opinion on the number of stages that should be allocated, as well as on the priority of the first stages in the strategic planning of enterprise development.

Given the views of experts, it is advisable to take into account the various circumstances of the enterprise, special attention should be paid to the stages of the life cycle of the enterprise. For example, for newly established enterprises or for enterprises in decline, it is appropriate to pay attention to the formulation of strategic goals. For successfully operating enterprises, it is advisable to start developing a strategic plan to analyze the external and internal environment of the enterprise.

A detailed analysis of existing approaches to the content of the process of strategic planning of enterprise development is presented in Table 1.

Generalization of existing approaches to the formation of enterprise development strategy allows us to conclude that there is no single way to develop a strategy. The analysis of literature sources gives grounds to consider the

strategic planning of the enterprise as a process consisting of several stages, grouped into three major groups:

I. Formation of strategic goals of the enterprise:

1. The mission of the organization. The enterprise establishes desirable directions and landmarks of the activity.

Table 1

Generalization of approaches to the formation of enterprise development strategy

Stage / Author	M. Mescon, M. Albert, F. Hedoury [4]	I. Minyailenko [5]	A. Strickland, A. Thompson [8]	H. Strokovich [7]	O. Vikhansky [2]	L. Dvogan, Yu. Karakai, L. Artemenko [3]	I. Ansoff [1]	I. Paderin, Yu. Goryashchenko, Ye. Novak [6]
The mission of the enterprise	+		+		+	+		
The goals of the enterprise	+	+	+		+	+		+
Development of a strategic vision								+
Assessment and analysis of the external environment	+	+	+	+	+	+	+	
Management research of strengths and weaknesses	+	+	+	+	+	+	+	
Analysis of strategic alternatives	+	+						
Choice of strategy	+	+		+	+	+		
Strategy development							+	+
Implementation of the strategy	+		+	+	+	+	+	+
Management, planning and control of strategic plan implementation	+	+		+	+	+	+	+
Strategy evaluation	+	+	+					

Source: elaborated by the author

2. Analysis of the external environment (macroenvironment and microenvironment) of the enterprise. This analysis makes it possible to identify opportunities and threats to the external environment in view of the macroenvironment (scientific and technical, socio-cultural, economic,

demographic, international, political and legal, natural, geographical and environmental factors) and the microenvironment (suppliers, competitors, customers, intermediaries, contact audiences) of the enterprise.

3. Analysis of the internal environment of the enterprise. Analysis of the strengths and weaknesses of the enterprise, taking into account production, marketing, innovation, information, time, financial, technological, labor, management and spatial factors.

4. Determining the possibilities of enterprise development. Interpretation of the analysis of the external and internal environment. Comparison of opportunities and threats (identified in the analysis of the external environment) with the strengths and weaknesses (identified in the analysis of the internal environment) of the enterprise.

5. Formation of strategic goals. Development of directions of creation of competitive advantages at the enterprise. According to the results of the analysis at the previous stage the competitive position of the enterprise is estimated, the list of strategic purposes is formed.

II. Analysis of strategic alternatives, specification of strategies:

6. Development of corporate strategy. The general strategy of development of the enterprise is formed taking into account a competitive position of the enterprise in the market and available resources of the enterprise.

7. Development of a competitive strategy. Ways to achieve the chosen direction (corporate strategy) are developed, as well as a plan to create long-term competitive advantages.

8. Development of functional and operational strategies. A list of functional strategies is formed, for each of which implementation measures, necessary resources, responsible persons are determined. If necessary, operational strategies are developed at the enterprise.

III. Evaluation and control:

9. Development of criteria for choosing a strategy. A set of conditions is formed, which strategies must meet in order to optimally achieve the set strategic goals.

10. Evaluation of existing strategies. Possible alternatives to strategic plans are analyzed according to the developed indicators for compliance with the internal capabilities of their implementation, the state and requirements of the external environment, risks and optimal achievement of goals.

11. Choice of strategy for further implementation. Based on the results of the evaluation of existing strategies, the highest priority is selected (if there is one that meets the minimum requirements set by the company's management).

It should be noted that after the evaluation of the developed strategies there is feedback, which allows, if necessary, to adjust the selection criteria of the strategy, the strategy itself and revise the strategic goals in case none of the presented strategies allows to achieve strategic goals.

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

The formation of a risk assessment system should be considered as one of the key areas of the enterprise, as in international practice much attention is paid to finding effective methods of risk assessment and minimization, the creation of appropriate management systems.

The concept of formation of system of estimation of risks of innovative activity in strategic planning of development of the enterprise is offered.

This concept is represented by three structural parts.

The first thing you need to pay attention to the company when planning the implementation of the risk assessment system of innovation in the activities of the enterprise in order to ensure its strategic development, is the analysis of the

existing process of strategic development planning at the enterprise. Because it will allow to take into account the strategic guidelines of the enterprise. As part of the assessment of the analyzed stage at the enterprise it is necessary to determine the stage of its life cycle: creation, growth, maturity, decline and exit from the market.

The life cycle stage of the enterprise is extremely important, as it allows to determine the list of available stages (if the enterprise is engaged in strategic planning of its development) or necessary stages of strategic planning of enterprise development (if the enterprise is just emerging or wants to review the strategic planning process). The main stages of the process of strategic planning of enterprise development include analysis of the external and internal environment of the enterprise, mission development, identifying opportunities for enterprise development, analysis of strategic alternatives (development of corporate, competitive, functional and operational strategies), development of criteria for choosing optimal strategy. and programs of the enterprise, as well as revision of criteria and strategic goals if necessary. Based on the chosen strategy of enterprise development, a list of possible projects/ideas that can be implemented is formed. It should be noted that in the framework of this study, strategic planning of enterprise development will be considered from the standpoint of the sequence of implementation of existing / possible innovative projects in order to ensure competitive advantage in the long run.

The next structural part is directly the process of assessing the risks of innovation of the enterprise. First, it is necessary to pay attention to the potential number of stages of the life cycle of an innovative project: the stage of fundamental research, risks of the stage of applied research, risks of the stage of development work, risks of the stage of implementation, risks of the stage of start of market entry, risks of the stage of growth, risks of the stage of maturity, risks of the stage of deceleration, risks of the stage of decline, risks of the stage of leaving the market. It should be noted that an innovative project does not have to

start with basic research, but can also start with the stage of applied research, research and development or implementation.

Identification of possible risk factors of each of the considered innovative projects requires a detailed analysis of the external (macro-environment and micro-environment) and internal environment of the enterprise taking into account the specifics of the enterprise, as well as the specifics of the innovative project planned to be developed and implemented.

In addition to the analysis of the process of strategic planning of enterprise development and risk assessment of innovation, it is advisable to pay attention to the process of risk assessment of innovation in strategic planning of enterprise development, namely organizational, personnel, methodological, informational, analytical and financial.

Within the framework of organizational support, it is expedient to consider the need to create a separate risk assessment unit or a responsible person at the enterprise, which will be entrusted with the functions of risk assessment, including the risks of innovation. In addition, it is necessary to determine those responsible for providing information on the state of the external environment, as well as the internal environment (information from each division of the enterprise). In order to comply with the principles of risk assessment of innovation in the enterprise, it is advisable to clearly distribute the responsibilities and responsibilities among all participants in the process.

Staffing involves the availability of job description of a specialist in risk assessment at the enterprise, as well as the availability of qualification requirements to ensure the required professional level.

Methodological support includes the presence of the mission and strategic development plan of the enterprise, instructions on risk assessment in the enterprise, including risks of innovation, recommendations for risk assessment depending on the stages of the project life cycle, as well as reporting on implemented and unrealized projects during the period of operation. in order to

identify the most risky stages of project implementation, taking into account the specifics of each enterprise.

Information support for risk assessment, including risks of innovation, should include information on the external conditions of the enterprise (macro-environment and micro-environment), information on the internal state of the enterprise, namely information from all divisions of the enterprise, as well as proposals for projects that can be implemented at the enterprise.

Analytical support of the process of risk assessment of innovation in the strategic planning of enterprise development should include software, a system of criteria for assessing projects and risks, data on mortality of projects in the enterprise or an analytical model of survival of innovative projects.

Financial support provides information on the possible costs of forming / implementing / improving the risk assessment system at the enterprise, as well as the availability of financial resources to finance the development and implementation of proposed innovative projects and development strategies of the enterprise as a whole.

In addition, it is advisable to pay attention to the stage of the life cycle of the innovation project when assessing its risks.

Existing classification features allow to classify risks by spheres of manifestation (economic, political, ecological, social, technological, etc.), by scales of influence (on a national scale, regional, branch, risks of separate economic entities), by subjects and the risk of the investor in the innovation, the risk of the recipient of investments, the risk of the consumer, the risk of society as a whole), etc.

However, they do not provide an opportunity to assess the risks of innovation at every stage of the project life cycle. That is why the author considers it necessary to identify the classification feature of the risks of innovation depending on the stage of the life cycle of the innovation project, namely risks of the stage of fundamental research, risks of the stage of applied research, risks of

the stage of development work, risks of the stage of implementation, risks of the stage of market entry, risks of the stage of growth, risks of the stage of maturity, risks of the stage of deceleration, risks of the stage of decline, risks of the stage of leaving the market.

This classification of innovation risks will take into account the stages of the innovation life cycle and will allow to identify risks at each stage of the innovation project life cycle, as well as increase the effectiveness of innovation risk assessment in strategic planning of enterprise development by more accurately determining the impact of risk factors. innovation cycle.

Thus, the implementation of a system for assessing the risks of innovation in the strategic planning of enterprise development will increase the efficiency of decision-making in the enterprise by making optimal use of available resources of the enterprise to ensure long-term development.

Conclusions and prospects for further research. Thus, the article improves the classification of risks of innovation, which, in contrast to the known, takes into account the stages of the life cycle of the innovation project; and allows you to identify risks at each stage of the life cycle of the innovation project.

Also, the methodological approach of the process of risk assessment of innovation in the enterprise has been improved, which, unlike the known ones, is based on improving the process of implementing the risk assessment system in the enterprise by identifying relevant stages of strategic planning of enterprise development; and allows to take into account the list of necessary stages in the strategic planning of enterprise development depending on the stage of the enterprise life cycle, its strategic goals and size, which consists of the following stages: analysis of the existing process of strategic development planning at the enterprise, determination of the necessary stages of the process of risk assessment of innovation activities of the enterprise, analysis of the existing process of risk assessment of innovation activities in strategic planning of enterprise

development, namely organizational, personnel, methodological, informational and financial.

In further research it is planned to consider the possibility of providing recommendations for the implementation of a system for assessing the risks of innovation, taking into account the size of the enterprise and industry.

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