Vitalii Nikitiuk, PhD in Economics
National Scientific Center “Hon. Prof. M.S. Bokarius Forensic Science Institute” of the Ministry of Justice of Ukraine
Kharkiv, Ukraine

Rita Sahaidak-Nikitiuk, Doctor of Pharmaceutical Sciences, Professor
Institute for Advanced Training of Pharmacy Specialists of the National University of Pharmacy of the Ministry of Health of Ukraine
Kharkiv, Ukraine

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METHODOLOGICAL FOUNDATIONS OF RISK MANAGEMENT IN LOGISTICS ACTIVITIES OF INDUSTRIAL ENTERPRISES

The current conditions faced by industrial enterprises in Ukraine – namely market instability, deterioration of the demographic situation, constant changes in the external environment, disruption of partnerships, etc. – necessitate changes in management approaches. Enterprises must take into account potential risks that may arise during their operations. One of the key types of risks encountered in this context is the risk associated with logistics activities.

Purpose of the study: to improve approaches to risk management in the logistics activities of industrial enterprises.

Research methods: generalization, comparison, and questionnaire survey. The survey involved 53 respondents.

Based on the analysis of scientific literature, it has been determined that the risks of logistics activities of industrial enterprises should be understood as events that create the possibility of adverse situations related to the movement of various types of resources under changing internal and external factors, which may lead to losses for the enterprise.

According to the results of the survey, logistics-related risks account for a significant share of all risks of industrial enterprises (67.9% of respondents).

At the same time, the majority of respondents (70.4%) emphasized the need to improve approaches to their management.

According to researchers specializing in this field, as well as practitioners from leading industrial enterprises, the risks of logistics activities of industrial enterprises are characterized by variability and diversity.

Based on the generalization of the analyzed materials and the results of the questionnaire survey, it has been determined that the risks of logistics activities of industrial enterprises can be classified into:

– risks related to the management of material resources (79.8% of respondents);
– financial resources (56.7%);
– information resources (66.2%);
– human resources (50.4%).

The survey results indicate that the highest level of logistics risk is associated with the management of material resources. This is due to their critical importance (quality, price, timeliness of delivery, etc.).

The most significant risks in this area include procurement risks, transportation risks, and warehousing risks, which are caused by the probability of damage, deterioration in quality, or loss of materials.

The above confirms the necessity for continuous improvement of approaches to managing logistics risks in industrial enterprises.

The improved algorithm for managing logistics risks of industrial enterprises should include the following stages:

1. analysis of logistics activities at the enterprise;
2. identification of logistics risks;
3. risk assessment:
– qualitative assessment;
– quantitative assessment;
4. selection of methods for risk prevention or mitigation;
5. analysis of the results of the proposed measures (Fig. 1).

At the first stage, logistics activities of the enterprise are analyzed.

At the second stage, logistics risks and their causes are identified.

At the third stage, qualitative and quantitative assessments of the identified risks are carried out.

At the fourth stage, appropriate methods for minimizing or preventing risks are selected.

At the fifth stage, the effectiveness of the proposed measures is evaluated.

To minimize logistics risks, it is advisable to develop a comprehensive set of security measures, including: revision of logistics strategy, analysis of the causes of partnership disruptions, thorough analysis of the regulatory framework, careful selection of logistics partners, and training of logistics personnel, among others.

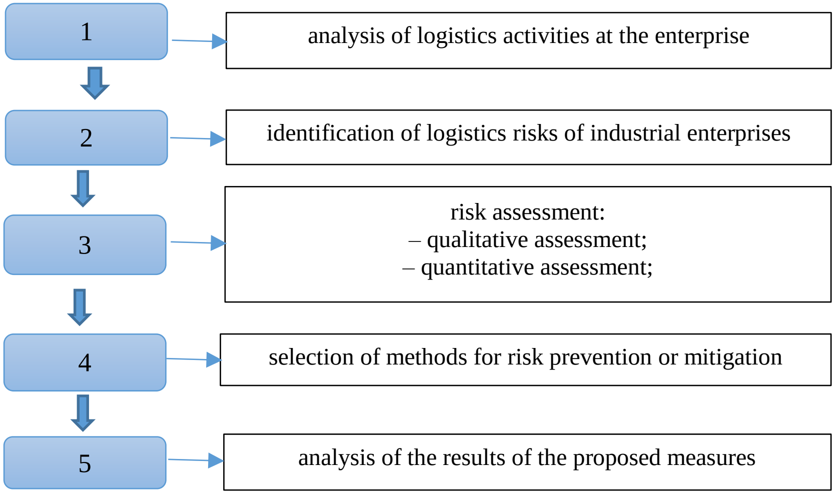

Figure 1. The improved algorithm for managing logistics risks of industrial enterprises

Thus, continuous improvement of approaches to logistics risk management will enable industrial enterprises to maximize profits, enhance customer satisfaction, and achieve other positive outcomes.