

- помогает в определении политики;
- облегчает определение размера рекламы и т.д.;
- прогноз продаж – это обязательство со стороны отдела продаж, и оно должно быть выполнено в течение данного периода;
- помогает в составлении графиков производства и закупок;
- точное прогнозирование продаж является очень хорошим подспорьем для принятия решений;
- помогает в управлении маркетинговой, производственной и другой деловой деятельностью для достижения этих целей.

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## **THE IMPORTANCE OF RISK MANAGEMENT IN THE IMPLEMENTATION OF AN INNOVATIVE PROJECT**

**Hajiyeva S.İ., Shirinzade F.Q.**

*Azerbaijan State Agrarian University, Ganja*

**Ключевые слова:** риск, инновационный риск, инновационная сфера, изучение рынка.

**Key words:** risk, innovation risk, innovation sphere, market research.

**Аннотация.** Инновационные риски представляют собой все возможные потери, возникновение которых вероятно в период инвестирования финансовых средств какой-нибудь предпринимательской структурой на производство совершенно новых товаров, а также услуг, которые по каким-то обстоятельствам, вероятно, не найдут ожидаемых потребностей на рынке. Основной из сложных ситуаций в реализации является выявление и изучение инновационного риска, его оценивание при исполнении инновационной деятельности. Ввиду этого нужна разработка всех эффективных систем менеджмента рисками с учетом специфики инновационной сферы.

**Summary.** Innovation risk is the probable loss that may arise during the period of investment of funds by any business structure on the production of new goods or services, which for some reason may not find the expected market demand. One of the most difficult problems in terms of implementation is the identification of innovation risk and its assessment in the performance of innovation activities. Therefore, it is necessary to develop effective risk management systems taking into account the specifics of the innovation sphere.

Innovation risk is the probable loss that may arise during the period of investment of financial assets by an entrepreneurial company for the production of new goods or services which, for whatever circumstances, may not find the expected market demand.

In the performance of innovation, one of the most difficult problems in terms of implementation is the identification of innovation risk and its assessment. In this regard, a very important point is the development of effective risk management systems taking into account the specifics of the innovation sphere. At the same time, the effectiveness and efficiency of innovation activity directly depends on how accurately the risk assessment and expertise are carried out and how accurately and correctly the methods of managing this risk are defined. Innovative projects have a high risk orientation for various investments. In such projects there is no guarantee of positive results of innovation activity. This is due to the factor of human exposure during the impact of the person on the process. In the conditions of risk instability, the emergence of losses when the firm invests funds in innovation is now especially important. In this regard, there is a significant need for foresight, and further risk management of innovative projects.

Creating and building an effective risk management system in the execution of an innovative project should be based on an objective perception of the issues that are the key to creating an effective structure that can function well based on the requirements of the project [1].

During the implementation of an innovative project, it is very important to understand that today, innovation activity can be realized not only under risk, but also under conditions of uncertainty, which are constantly growing, and of course, which are systematic.

This situation is caused by the following number of factors, namely: the globalization of economic processes, the complication of interaction patterns between market actors, the acceleration of scientific and technical progress and, as a result, faster replacement of innovation cycles occurs.

This suggests that the perception of the main goal of risk management as an activity that is aimed at combating risk minimization and at combating uncertainty is not effective under current market conditions.

If we talk about modern economic phenomena, an enterprise that is innovative active needs a broader optimization approach in the field of risk management. This approach provides a focus for the economic entity as on the possibility of development resources, respectively; therefore, it cannot be said that this is only a negative phenomenon.

Based on the above, risk management in the implementation of an innovative project, which is executed under conditions of sufficiently high uncertainty, it is necessary to direct the process of developing trade-offs to achieve a

balance between the benefits of reducing risks and the necessary costs. A more precise definition can be called risk management through the process of developing optimal and logical solutions that will aim to achieve equilibrium between the benefits of risk optimization and the costs necessary for this in terms of their comparison with the increase in the value of the enterprise, which, respectively, is achieved as a result of the implementation of innovative project.

It is this concept of perception of risk management that should be the basis for building a risk management system in an enterprise when implementing innovative projects.

When organizing risk management systems in an enterprise, the question of optimizing the cost of risk management will certainly arise. It is very important to take into account the factor that the cost of a system in an enterprise is collected from a number of components, both permanent and non-permanent, which are related to the construction and content of the risk management structure, as well as the formation and analysis of databases, the development of universal procedures, and using suitable methods [2].

Optimization of the cost of the system under consideration is reduced to the selection of the best cost-based policy during the implementation of this innovative project. Evaluation of potential costs during project implementation should be based on the idea that, unlike standard activities, the successful introduction of innovations allows an enterprise to take a position with a strong influence on other market participants.

When determining the risk management policy in the framework of the core business, the tolerance of a particular decision maker to the policy of determining costs in an enterprise should prevail as the main goal of the innovation project is to increase the value of the business. That is, one should strive not to “reduce the cost of risks”, but to optimize them in terms of maximizing the result from the implementation of an innovative project (that is, achieving the maximum effect expressed in comparing the size of the increase in business value and risk management costs). At the same time, of course, there is no denying the need to take into account the limiting factors in terms of the cost of innovation in a particular enterprise. But here, too, it is necessary to make an adjustment: the successful implementation of the risk management policy is based on the conformity of the innovative potential of the enterprise and the chosen innovative project.

The conclusion is that for the effective functioning of the risk management system in an enterprise it is very important to create a priori methodological framework that will determine the basic concepts and functions of the system. Without defining risk management objectives, parameters of the analyzed general sample (appropriate for reviewing and analyzing the information space, which is limited by the parameters and objectives of the risk management system), requirements for the information space, risk management, characteristics

of the solutions being developed in an enterprise project that is associated exclusively with increased risks. These basic definitions are an unchanged island of the risk management structure, on the basis of which you can build any flexible risk management framework.

It is also important to note that with a high uncertainty of the external environment and instability in the macrosystems of management in order to achieve effective management, it is necessary to systematize the risk of an innovative project in accordance with its life cycle phase. With the continuous identification of risk, the system of their classification will help not only in formulating the risks, but also in raising and improving the level of information about the conditions for the implementation of this project. Due to the ongoing relevance of this information, the resource impact of enterprises on the rational suppression of the occurrence of any negative consequences became possible [3].

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## НАНОТЕХНОЛОГИИ КАК СРЕДСТВО ФОРМИРОВАНИЯ ПРЕДПОСЫЛОК ДЛЯ УСТОЙЧИВОГО РАЗВИТИЯ ЭКОНОМИКИ УКРАИНЫ

**Глебова А.А., к.э.н., доцент, Зернюк Е.В., к.т.н., доцент**

*Полтавский национальный технический университет имени Юрия Кондратюка,  
г. Полтава, Украина*

**Марков А.С., к.э.н.**

*УО «Белорусский государственный аграрный технический университет»,  
г. Минск*

**Ключевые слова:** инновации, устойчивое развитие, нанотехнологии, наноматериалы, трансфер технологий.

**Key words:** innovations, sustainable development, nanotechnology, nanomaterials, technology transfer.

**Аннотация.** В статье рассматривается зарубежный и отечественный опыт формирования и реализации инноваций. Отмечается, что основой устойчивого развития экономики Украины должны стать нанотехнологии и на-