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SPECIFIC FEATURES OF CONSIDERING AND RISK MANAGEMENT IN THE ACTIVITY OF VENTURE INDUSTRIAL ENTERPRISES IN UKRAINE

The basic documents of the regulatory framework of Ukraine (for the period from 2016 to 2018) regulating venture activities in the part of its innovative, investment, scientific-technical and intellectual components are analyzed and systematized. This allowed to identify the weaknesses in the regulatory framework and to formulate proposals for its improvement. Based on the results of the analysis of the regulatory framework and the experience of venture activity of Ukrainian industrial enterprises, a range of managerial solutions aimed at preventing or minimizing the risks is proposed. The formalized procedures approach to management of venture risks on industrial enterprises is developed. It allows to justify innovative and investment decisions that take into account the interests of the innovator and investor simultaneously. The analysis and synthesis of experience of six Ukrainian machine-building enterprises for

implementation of high-risk innovative projects is made. The results of the analysis prove the expediency of expanding the optimality criteria in the selection by enterprises of high-risk innovative projects.

INTRODUCTION

The problem of activating economic activity in Ukraine is relevant for many reasons, and in this context, the issue of support of high-risk activities (innovative, venture) as possible "springboards" for an economic breakthrough on world markets is particularly important. The creation of high-tech informational and industrial production is a top-priority task for Ukraine. At the current stage (taking into account the situation in the ATO, the limited financial means), the state can only support venture capital business by applying traditional approaches: providing direct investments, loans with low privileged rates; provision of financial privileges to venture capital entities; improvement of the rules regulating venture activities. Nevertheless, even these limited measures are not lack of disadvantages.

A number of works of domestic scientists, in particular, such as: Varnalii Z.S., and Syzonenko V.O. [1], Ilarionova N.M. [4], Krasnokutska N.V. [7] Kraus N.M. and Kopytsia Ya.O. [8], Popov V.M. [13], Fedorovych P.P. [14], Tsikhan T. [16], Shymko O.V. [17], Shchukin O.I. [18], Yanchenko Z.B. [19], Yarova M. [20] and others are devoted to research of certain aspects of venture capital of Ukrainian enterprises. Problems of considering the risks are investigated in the works of Bachkaii T., Mesena D., Miko D. [15] and others.

Opinions of scientists and practitioners about the state of Ukrainian venture activities are unanimous:

- Ukraine has not yet developed an economic strategy fully aimed at the world market and policies for integration into the international community;
- The full-fledged venture capital industry in Ukraine is just borning [7];
- The venture business in Ukraine is in its infancy level [1];
- The market for venture capital in Ukraine is still in a state of formation [4, p.5].

Venture investment requires a combination of knowledge and skills in the field of finance, strategy and industry, necessary for the pursuit of "added value" [2, p.15; 17].

Kraus N.M. and Kopytsia Ya.O. [8] include the following reasons of the slow development of risky business in Ukraine:

- Instability of the economic environment;
- Lack of a clear state policy aimed at stimulating the development of venture financing;
- Imperfection of the legislative regulation of venture business;
- Underdevelopment of the venture infrastructure;
- Foreign origin of venture capital;
- Low level of management of venture funds;
- Underestimation of the role of small innovative enterprises in the effective development of the country;
- Shortage of domestic investment resources;
- Low liquidity of venture investments due to underdeveloped stock market;
- Weak information support and lack of transparency and openness in business.

Fedorovych P.P. notes that since at the present moment the level of economic development is determined not by the scale of production but by its innovative orientation and flexibility of management, the problem of stimulating system innovations from the fundamental researches, the stages of introduction of new technologies, goods and services to commercial ones is on the agenda in Ukraine as well as the development of new products, that is, the creation of conditions that will promote the activation of venture innovation. By these conditions Fedorovych P.P. attribute the following [14, p. 6]:

- 1) Development of a system of legislative and regulatory acts regulating venture innovation activities;
- 2) Development of institutes of financial support of venture innovation activity;
- 3) Creation of innovation infrastructure (information support: communication systems; financial, economic, legal advisory services; marketing and advertising consulting);

- 4) Solution of issues of standardization and product quality management;
- 5) Development of international scientific and technical cooperation.

Successful functioning of this type of business is possible only with a favorable state policy, which is based on the perfect regulatory legal provision. Scientists Zhornokui Yu.M. [3, p. 3], Kobrynychuk V.V. [5, p.12], Koretska-Harmash V.O. [6, p.10] and others state that the legal provision of venture capital and guarantees for its implementation are practically absent.

A complicated situation is observed in Ukraine in the field of intellectual property rights protection. Problems remain with the issue of harmonization of Ukrainian legislation in the area of innovation activity with the EU legal framework. The implementation of stimulating norms - even in existing laws in Ukraine - is not always easy, because there are many forces trying to use incentives for scientific and innovative organizations for their own purposes [5, p. 12].

1. FEATURES OF THE LEGISLATIVE REGULATION OF VENTURE ACTIVITY IN UKRAINE

The current regulatory framework of Ukraine (211 355 documents as of January 13, 2016, 217912 documents as of 13.12.2016 and 226411 documents as of April 27, 2018) has only 8 documents containing the term "venture fund" (they all relate to securities and for the period of the study from 2016 to 2018 their number did not change) [11].

Specialized legal documents regulating venture activity in the part of its innovation, investment, scientific and technical, intellectual components, in addition to the norms of the Constitution of Ukraine (No. 254к / 96-BP of June 28, 1996), the Commercial Code (No. 436-IV of 16.01.2003), the Civil Code of Ukraine (No. 435-IV of January 16, 2003) and the Concept of Development of the National Innovation System (No. 680-p dated June 17, 2009), there are about 200 documents in the database in need to improvements, because they have a low impact on the development of this activity in Ukraine. The main ones are systematized in chronological order by subdivisions that define the general characteristics of venture activities (innovative, investment

(including financial), scientific and technical, intellectual components) and are given in Table 1.

Table, page 1:

Table 1. The main legislative and normative acts of Ukraine regulating venture activity in Ukraine (systematized by the authors on the materials [11]).

| Chrono-logical period | Components of venture activity | | | |
|-----------------------|--|------------|---|---|
| | Investment (including financial) | Innovative | Scientific and technical | Intellectual |
| 1 | 2 | 3 | 4 | 5 |
| 1991-1995 yy. | The Law "On Protection of Foreign Investments in Ukraine" (dated on 10.09.1991) The Law "On Investment Activity" (No. 1560-XII dated on 18.09.1991) | - | The Law "On Scientific and Scientific-Technical Activity" (No. 1977-XII dated on 13.12.1991) | - |
| | | | Law "On Scientific and Technical Information" (No.3232-XII dated on 27.07.1993) | |
| | Decree of the Cabinet of Ministers "On the regime of foreign investment" (dated on 20.05.1993) Presidential Decree "Regulations on Investment Funds and Investment Companies" (No. 55/94 dated on 19.02.1994) | | The Law "On Scientific and Scientific and Technical Expertise" (No. 51/95-VR dated on 10.02.1995) | The Law "On Protection of Rights to Inventions and Utility Models" (No. 3687-XII dated on 15.12.1993); The Law "On Protection of Rights to Industrial Designs" (No. 3688-XII dated on 15.12.1993); The Law "On the Protection of Rights to Trademarks for Goods and Services" (No. 3689-XII dated on 15.12.1993); The Law "On Copyright and Related Rights" (No. 3792-XII dated on 23.12.1993) |

Table, page 2:

| 1 | 2 | 3 | 4 | 5 |
|------------------|--|---|---|--|
| 1995-1999 yy. | The Law "On State Regulation of the Securities Market" (No. 448/96-VR dated on 30.10. 1996) | Presidential Decree "On the Establishment of Techno parks and Innovative Structures of Small Businesses" (No. 17/96-rp dated on 23.01.1996) | The Law "On the basis of state policy in the field of science and scientific and technical activities" (No. 284-XIV, dated on 01.12.1998) | The Law "On the Protection of Rights to the Integrated Circuit Topography" (No. 621/97-VR dated on 05.11.1997) |
| | - | The Law "On the Special Regime of Innovative Activities of Technological Parks" (No. 991-XIV dated on 16.07.1999) | - | - |
| | | VR Resolution "On the Concept of Scientific and Technological Innovation Development" (No. 916-XIV dated on 13.07.1999) | | |
| 2000-2005 pp. | The Law "On Banks and Banking" (No. 2121-III dated on 07.12.2000) | The Law "On Innovation Activity" (No. 40-IV dated on 04.07.2002) | The Law "On Priority Areas of Science and Technology Development" (No. 2623-III dated on 11.07.2001) | - |
| | CM Resolution "On Measures to Support Innovation-Investment Projects" (No. 1106 dated on 05.08.2002) | | | |
| | The Law "On Collective Investment Institutions (unit and corporate investment funds)" (No. 2299-III dated on 15.03.2001) - invalidated; CM Resolution "On Approval of the Program for the Development of Investment Activities for 2002-2010" (No. 1801 dated on 28.12.2001) | The Law "On Priority Areas of Innovation Activity" (No. 433-IV dated on 16.06. 2003) - has expired | The Law "On the State Complex Program for the Development of High-tech Technologies" (No. 1676-IV dated on 09.04.2004) | |
| | VR Resolution "On Compliance with Legislation for the Development of Scientific and Technical Capacity and Innovation Activity in Ukraine" (No. 786-IV dated on 16.06.2004) | | | |

Table, page 3:

| 1 | 2 | 3 | 4 | 5 |
|-----------------|---|---|--|---|
| 2006-2010 pp. | The Law "On Securities and the Stock Exchange" (No. 3480-IV dated on 23.02.2006); The Law "On Public-Private Partnership" (No. 2404-VI dated on 01.07.2010); The Law "On the Preparation and Implementation of Investment Projects on the Basis of a Single Window" (No. 2623-VI dated on 21.10.2010) | The Law "On State Regulation of Activities in the Field of Technology Transfer" (No. 143 dated on 14.09.2006) | | |
| | Cabinet of Ministers Regulation "Concept of the Establishment of Industrial (Industrial) Parks" (No. 447-p dated on 01.08.2006) | | | |
| | - | Resolution of the CM "Issues of creating a system of information and analytical support for the implementation of state-owned innovation policy and monitoring the state of innovation development of the economy" (No. 669-r dated on 27.12.2006). | The Law "On Science Parks" (No. 1563-dated on 25.06.2009) | - |
| 2011-2017 yy. | The Law "On stimulation of investment activity in priority sectors of the economy in order to create new jobs" (No. 5205-VI dated on 06.09.2012); The Law "On institutes of joint investment" (No. 5080-VI dated on 05.07.2012) | The Law "On Priority Areas of Innovation Activity in Ukraine" (No. 3715-VI dated on 08.09.2011) | The Law "On scientific and scientific and technical activity" (No. 848-VIII dated on 26.11.2015) | - |
| 2018 – till now | The Resolution of the Cabinet of Ministers of Ukraine (No. 67-r. dated on 17.01.2018) "The Concept of the Development of the Digital Economy and Society of Ukraine for 2018-2020" | | | |

The organizational aspect of activity is extremely important, but it was not possible to single out it separately, as it was scattered in the normative legal documents, and the Law of Ukraine "On Venture Activity in the Innovation Sector" (Draft Law No. 1082 of 30.11.2007), which could regulate "relations, connected with the implementation of venture (risk) financing of innovation activity and innovation projects, the creation and provision of the functioning of venture companies and funds, agents, brokers" unfortunately remained only at the level of the bill [12].

Financial aspects are of high importance, which also did not succeed - they are

included in the section "Investment activity".

Such systematization of the basic documents of the regulatory framework regulating venture activities in the part of its innovative, investment, scientific and technical and intellectual components allows us to identify the weak points in the database and to formulate proposals for its improvement.

In the approved by the Cabinet of Ministers of Ukraine "Concepts of the development of the digital economy and society of Ukraine for 2018-2020 years" (№ 67-r of January 17, 2018), it was noted that "for the use of industry potential in Ukraine, analysis and research of industrial sectors to assess competitiveness and development prospects. ... Research results should be used for further planning and risk reduction for potential investors" [11].

In pursuance of the Law of Ukraine "On the basis of state policy in the field of science and scientific and technical activities" by the resolution of the Cabinet of Ministers of Ukraine (No. 77 of February 18, 1992) [11], a State Innovation Fund was set up, whose task was to carry out investment, financial and logistical support of measures aimed at implementation of scientific and technological developments, the latest technologies in production, technical re-equipment, development of import-substitute and competitive products production.

Since the beginning of the Fund's activities (1993), 1852 projects were funded for a total amount of UAH 698 million, mainly machine-building, food, defense, medical, construction materials and construction. Since December 1999 the State Fund was liquidated and its successor became the State Innovation Company. As of June 1, 2000, the deduction of an innovation fee of 1% goes to the category of budget payments (in order to ensure a budget deficit). Initially, funds should go to the budget, and then to finance state innovation programs. In the draft law on the budget for 2001, the article "deductions to the innovation fund" was rejected.

The State Innovation Finance and Credit Institution (SIFCI) was created in accordance with the Resolution of the Cabinet of Ministers of Ukraine No. 654 dated on 13.04.2000 and is the legal successor of property rights and duties, incl. for

agreements on the provision of innovative loans from the State Innovation Fund and its territorial offices.

An important step is the creation of the National Committee for Industrial Development (CMU Resolution "On the Establishment of the National Committee for Industrial Development" № 711 dated on 11.11.2016), which will contribute to the formation of a high-tech industrial model of domestic industry, to increase the production of goods with high added value, competitive in foreign markets, creation of new workplaces, ensuring of sustainable industrial development of the country by improving the organizational and institutional system of industrial management right [11].

2. IMPROVEMENT OF APPROACHES TO SUBSTANTIATION OF DECISIONS ON MANAGEMENT OF VENTURE RISKS OF INDUSTRIAL ENTERPRISES

Crises are a predictable phenomenon in the development of any economic system. Industrial enterprises, falling into crises associated either with the state-wide in the country (in the region in the field), or to specific events unique to the entity, are often helpless. Everyone is able to work in favorable conditions (stable development, rapid growth), and almost no one plans his activity during the crisis. Although the germs of such activity are traced in all the industrial enterprises we have analyzed. They are variously called "improvement", "transformation", "change", but in fact, they are always minikatastrofamy for the company, as directed in violation constant linear relationships.

Consequently, the introduction of changes (radical or modifying) in any of the types of economic activity (production, management, marketing, etc.) or in the enterprise as a whole leads to the appearance of bifurcation processes, when nonlinear dependencies begin to operate, the degree of uncertainty and randomness increases sharply. Such a state requires an appropriate organizational and economic system for managing change or the possibility of transforming an existing management system into an enterprise in the event of inevitable crisis events.

Popov V.M. notes that the essential difference between innovative venture business and project financing is that venture financing is used for products for which market demand has not yet formed [13, p. 48].

Malovychko A.S. [9, p. 13] in the research of the impact of risk management on the investment attractiveness of the company noted that in practice, the risk management complex is realizing the implementation of a simplified risk management process, which includes the stages:

- Choice of risk management strategy;
- Detection and estimation of possible losses;
- Preliminary selection of risks within the framework of the chosen strategy;
- Selection and implementation of preventive measures (methods of risk management) for selected risks;
- Risk analysis after implementation of risk management techniques;
- Assessment of the effectiveness of risk management.

Shchukin O.I. [18, p. 8] proposed the concept of project-operational management of the development of the investment potential of innovation activity on the basis of a purpose-oriented integrated (scenario and situational) approach of multi-channel financing of innovation activity in accordance with the existing investment potential and assessment of the innovative level and competitiveness of the industrial enterprise, built on portfolio investment analysis methods of investments and innovations and project-operational management of the strategy of innovation development of enterprise takes into account the investment risk of the market situation in the innovation scenario and restrictions on the use of investment potential and structure placement innovative projects.

When implementing venture activities in the management system of the company there should necessarily be a subsystem of risk management.

According to Article 19-4 of the Law of Ukraine "On Securities and the Stock Market" (No. 3480-IV dated on 23.02.2006,), the mechanisms for reducing the risks of non-fulfillment or improper fulfillment of obligations stipulated by contracts concluded on the stock exchange are: compulsory one-hundredth or a half preliminary

deposit and redemption of funds and securities or other financial instruments with the obligatory creation of a risk management system and guarantees [11].

In accordance with the NBU Resolution "On Approval of Methodological Recommendations on the Organization and Functioning of Risk Management Systems in Banks of Ukraine" (No. 361 dated on 02.08.2004), "risk management is a process by which a bank identifies risks, evaluates them values, monitors and controls their risk positions as well takes into account the interrelationships between different categories (types) of risks" [11].

In accordance with the "Regulation on Prudential Standards for Professional Stock Market Activities and Requirements for a Risk Management System" (approved by the Decision of the National Commission on Securities and Stock Market No. 1597 dated on 01.10.2015) [11] for the effective prevention and minimization of the risks of an enterprise should develop its own system of measures that corresponds to the scope and nature of its activities, takes into account the risk profile and includes the following elements:

- Risk management system;
- Internal audit (control);
- Corporative management.

The main tasks of the risk management system are [11]:

- Identification of risks, definition of the profile of the risks enterprises;
- Qualitative and quantitative assessment of risk factors, identification of significant risks;
- Measuring rhizomes;
- Determination of measures to prevent and minimize the impact of risks;
- Implementation of management measures on risk;
- Constant monitoring of risk takers;
- Control of the level of risk accepted by the enterprise;;
- Modeling and forecasting processes and future performance based on information analysis and risk assessment;
- Determining effectiveness of RMS and its improvement;

- Providing an operating, as well as periodic, reporting information on the management of the risks to the executive body of the enterprise.

All elements of the enterprise risk management subsystem form a system that involves such management processes as:

- Planning (modeling and forecasting of processes);
- Diagnostics of the state of the enterprise;
- Recruitment, retraining and motivation of the personnel;
- Control and risk management;
- Monitoring of competitors' activity on the market;
- Monitoring consumer demand and behavior.

Each of these processes has its own indicators and evaluation criteria, which in general form the basis for the justification of the management decisions made.

The high significance of making managerial decisions regarding venture projects and the need to take into account the range of multi-directional indicators require the formalization of this process. Taking into account the legislative requirements and the above, we propose a formal system for controlling the venture risks of industrial enterprises (Figure 1).

This system includes classical functions of management (planning, organization, motivation and control), which are realized through the controlling, controlled, information and providing subsystems.

If we consider the possibility of an objectively existing tendency to change the subject, which arises on the basis of a certain regularity of its development [10, p. 178], the establishment of such trends and the identification of laws will allow formulating formalized approaches to making sound management decisions.

Generalized procedure of substantiation of decisions on management of venture risks of industrial enterprises consists of several stages:

- 1) Analysis of the monitoring results (information subsystem in Figure 1);
- 2) Selection of methods for the analysis and evaluation of venture risks; Identification and assessment of all risks of venture activities (controlled subsystem in Figure 1);

3) Determining the critical values for each of the possible types of venture risks (control subsystem in Figure 1);

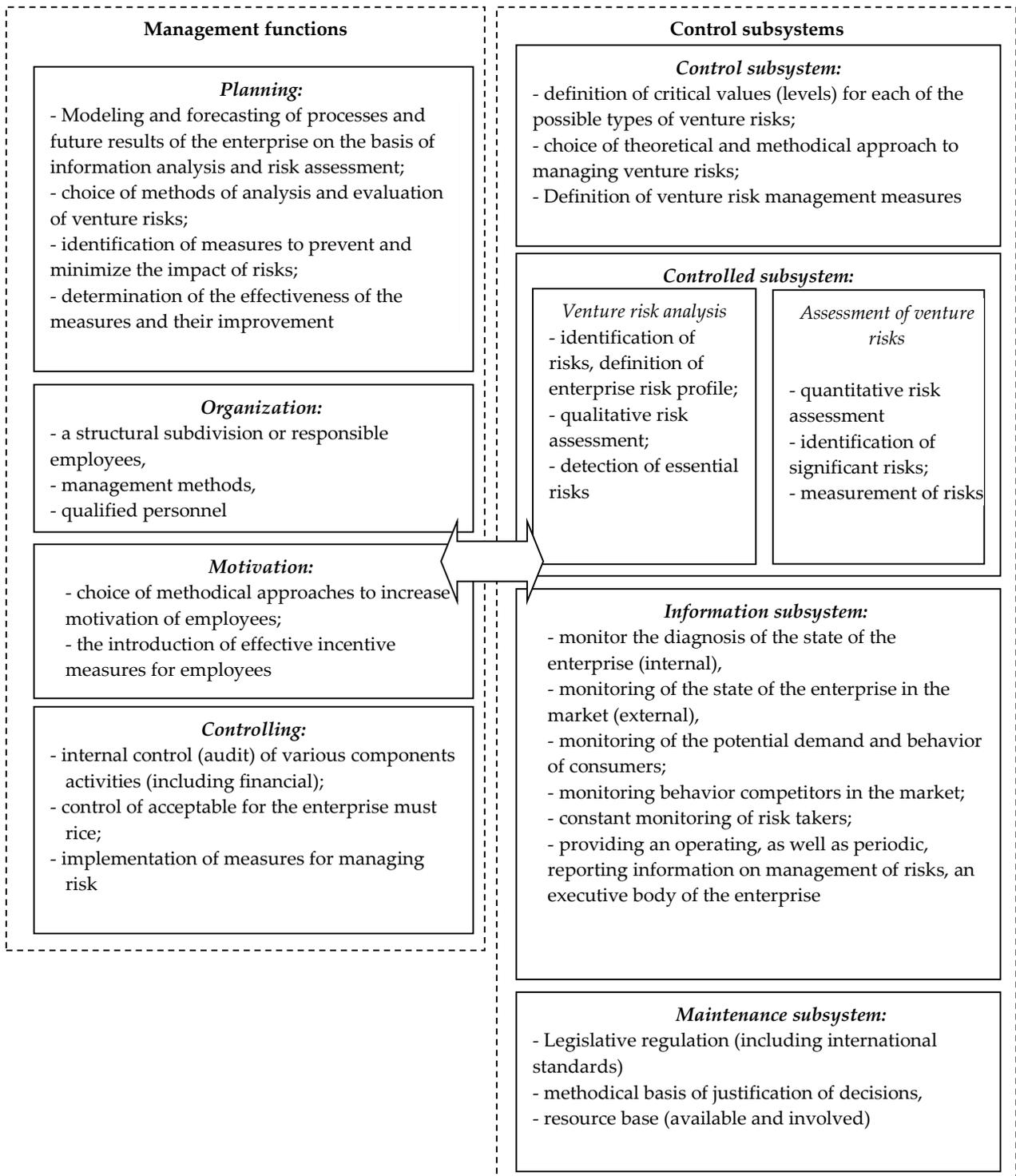


Figure 1. Formalized system of venture risk management of industrial enterprises (own development of authors)

4) Modeling and forecasting of processes and future results of the enterprise on the basis of analysis of information and risk assessment; construction of a semantic differential for the adoption of managerial decisions (control subsystem in Figure 1);

5) Determination of measures for the adoption, prevention and minimization of the impact of risks; determination of the effectiveness of the proposed measures (control subsystem in Figure 1).

In accordance with the types of venture capital risk in Ukraine, we will indicate possible management decisions aimed at preventing (minimizing) risks (Table 2), formulated on the basis of the "Regulation on prudential norms of professional activity in the stock market and requirements to the risk management system" (approved by the Decision National Commission on Securities and Stock Market dated October 1, 2015, No. 1597) [11].

Table 2. Venture projects investment risks assessment methods classification

| Type of risk | Managerial decisions |
|-------------------------------------|---|
| 1 | 2 |
| Financial risk (bankruptcy risk) | control of the financial state (qualitative composition of assets, capital structure) |
| | adjustment of business processes, aimed at improving the financial condition of the enterprise (in case of signs of deterioration) |
| Operating risk | justified selection of skilled personnel (strict selection criteria, additional qualification requirements and discipline) |
| | planned training and staff training |
| | regulation of authorizations of employees and structural subdivisions |
| | the establishment of effective procedures for resolving conflicts |
| | providing protection, duplication and archiving information |
| | the establishment of technical, software, information, technological systems and communications, respectively, the complexity of operations of the enterprise |
| | uninterrupted functioning and protection of software and technical means |
| | restricting access to insider / confidential information and restricted information for different employees |
| | control access to information territory of enterprise personal persons |
| | timely information on structural departments and staff about |

Table, page 2:

| 1 | 2 |
|---|--|
| | changes in legislation, internal regulations develop the old forms of documents |
| The risk of loss of business reputation | regulation of internal procedures of the enterprise working out algorithms for working with different clients and contractors (including standardized procedures for review of the complaint, rules of conduct) prevention of violations by the institution of the requirements of the legislation reasonable contacts with the media |
| Strategic Risk | implementation of well-grounded strategies (at the business and functional levels) and related programs and operational plans control over the successive introduction of strategic goals, tasks and managerial decisions at all organizational levels |
| Credit Risk | establishment of internal constraints on financial ratios (size of debtor assets in the assets, diversification of its structure, etc.) analysis of solvency of counterparties |
| Market Risk | diversification of financial resources (by the level of sensitivity to changes in interest rates, by types of securities, by issuers, by branches) insurance / hedging of assets sensitive to market changes |
| Liquidity risk | balance of assets by terms (sale, repayment) balance of incoming and outgoing cash flows keeping a certain amount of assets in liquid form the establishment of internal limits of volumes of funds |
| Systemic risk | constant control of legality and error-free operation with the help of the system internal audit |

Taking into account the results of the research of strategic activity of domestic venture companies and the specific features of venture risks, we consider it expedient to supplement the list of authors' proposals (Table 3).

The determined managerial decisions based on the analysis of the experience of venture capital activities of industrial enterprises complement the decisions regulated by the legislation.

Table 3. Additional managerial decisions aimed at minimizing venture risks and determined on the basis of analysis of the experience of venture capital of industrial enterprises (own development of authors).

| Risk type | Managerial decision |
|-------------------------------------|--|
| Financial risk (bankruptcy risk) | forming a reserve economic fund to cover unexpected venture expenses |
| | determining an acceptable level of financial indicators constraints |
| | insurance of venture risks |
| Operating risk | continuous monitoring of the state of the enterprise, its risks |
| | the formation of a corporate policy aimed at the continuous development of the enterprise and the introduction of innovations |
| | creation of a system of motivation of employees aimed at supporting venture capital (promotion of patent activity, qualitative performance of functional duties, etc.) |
| | bringing the organizational structure of management in line with the requirements of venture activities (if necessary, introduction of anti-crisis management) |
| | selection of investors, in accordance with the state and stage of development of the enterprise |
| | selection and justification of the tools, methods and means of risk management acceptable to the enterprise |
| | introduction of best practices (international, market leaders) into the activity of the enterprise |
| Reputational risk | clarity in the performance of all contractual obligations |
| | a clear division of functional responsibilities in all business processes (permanent, periodic and unitary) |
| Strategic risk | determining the critical value of the number of projects for the simultaneous implementation of the enterprise |
| | substantiation and harmonization of all business and functional strategies with the corresponding sub-strategies |
| Credit risk | accurate timing of the implementation of venture projects and the return of financial resources |
| | continuous monitoring and participation in various grant, presidential and other programs |
| Market risk | continuous monitoring of market conditions, demand, investment environment, NTPs, etc. |
| Liquidity risk | periodic analysis of the state of material resources of the enterprise |
| Systemic risk | Careful selection of partners |

3. PRACTICAL ASPECTS

The experience of introducing high-risk projects by the Ukrainian industrial enterprises of the machine-building industry (database compiled by the authors) is presented in Table 4.

Table 4. The main indicators of innovation and venture activities of industrial enterprises (own research of the authors)

| № | Indexes | «Azov-meha-nika» LLC | «CI Ukr-spets-mash» LLC | «Nasos-tehkom-plekt» LLC | «Vari-ant-hermo-tehnika» LLC | PE «Prom-energo-mash» | «La-uyr» LLC |
|---|--|-----------------------|--------------------------------|--------------------------|------------------------------|--------------------------------------|----------------|
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 |
| 1 | Authorized capital, ths. UAH | 60 | 120 | 80 | 10 | 400 | 21 |
| 2 | Amount of assets, ths. | 3090 | 4410 | 3120 | 146 | 11200 | 586 |
| 3 | The number of accepted innovation projects, units. | 3 | 4 | 2 | 1 | 5 | 2 |
| 4 | The cost of each of the innovative projects taken into consideration, ths. UAH | 810 120 90 | 780 610 240 98 | 980 410 | 80 | 1820 1070 340 310 280 | 320 90 |
| 5 | Cost of each innovative project, % of the amount of assets | 26,21 3,88 2,91 | 17,69 13,83 5,44 2,22 | 31,41 13,14 | 54,79 | 16,25 9,55 3,04 2,77 2,5 | 54,61 15,36 |
| 6 | The share of costs for all innovative projects,% of the amount of assets | 33 | 39,18 | 44,55 | 54,79 | 34,1 | 69,97 |
| 7 | Number of successfully implemented innovative projects, units. | 1 | 1 | 0 | 0 | 2 | 1 |
| 8 | The amount of costs for the implementation of each of the successful innovation projects, ths. | 810 | 610 | - | - | 1070 340 | 320 |

Table, page 2:

| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 |
|----|---|--------------|---------------|--------------|--------------|---------------|----------------|
| 9 | The number of unprofitable innovation projects | 2 | 3 | 2 | 1 | 3 | 1 |
| 10 | The share of unprofitable projects, % | 67 | 75 | 1 | 1 | 60 | 50 |
| 11 | Costs for loss-making projects: -% of the amount of assets -% of the cost of the implemented projects | 6,79 20,5 | 25,35 35,3 | 44,55 100 | 54,79 100 | 21,5 63,08 | 15,35 21,95 |
| 12 | Gains / losses from implementation of projects for the year, thousand UAH. | + 241 | + 130 | - 86 | - 24 | + 448 | + 106 |
| 13 | Cost-effectiveness of innovation activity as a whole, % | 23,62 | 7,52 | -6,19 | -30 | 11,73 | 39,02 |
| 14 | Payback period for project costs, year | 3,5 | 2,5 | - | - | 3,5 | 3,0 |
| 15 | Cost of enterprises after the introduction of innovative projects (the value of assets involved in economic activity), ths. | 3530 | 4990 | 3300 | 181 | 12170 | 706 |

According to the results of the study, it can be concluded that:

- the analyzed enterprises acted in zones of minimal and increased risk; none of the enterprises implemented projects in the zone of unacceptable risk (spent on introduction of innovative projects 33-70% of the sum of assets), which testifies to the negative attitude of managers of enterprises to financial risks;

- the number of unprofitable projects ranged from 50% to 100% of the total number of innovative projects accepted for consideration (accordingly, the share of expenses for the introduction of loss-making projects from all expenses for innovation was from 20.5% to 100%), which testifies to imperfect, poor-quality selection of venture projects;

- Innovation has been successful in all cases when the company implemented more than 2 projects (with implementation of 1 or two projects - 66% of enterprises received a loss), which indicates the need for diversification of risks;

- The payback period of the implemented projects did not exceed 3.5 years, which testifies to the presence of experience in management of enterprises on the fluctuation of the market situation;

- none of the analyzed enterprises had devastating consequences from innovation activity (but in the case of losses, the total value of enterprises decreased), indicating mistakes and mistakes in the selection of projects;

- none of the analyzed enterprises received super-profits (the profitability of successful projects ranged from 7.52% to 39.02%), indicating that there are no fundamental innovations that can provide a breakthrough in the market.

Consequently, business portfolios of industrial enterprises were, in the vast majority, not balanced, despite the implementation of their business model, which involves the simultaneous combination of traditional and venture capital activities. The main reason is the lack of experience in venture capital, which includes the entire spectrum: from unwillingness to change employees of the company to the ratio of leadership to risks, miscalculations in the selection of projects.

Summarizing the optimality conditions in selecting high-risk projects, we note that in order to ensure the sustainability of innovation and venture activities of enterprises it is necessary:

- to diversify risks based on the expansion of the number of adopted and implemented innovative and venture projects;

- implement in most projects with minimal and average risk, which, in general, can not provide a breakthrough in the market, but will not affect the economic security of the enterprise;

- to develop skills of acceptance and minimization of risks.

Summary

Successful venture activities of domestic enterprises are not possible without bringing them in line with modern requirements of the legislative and regulatory framework. The strategic objective of modernizing the legislative framework in

Ukraine is, on the one hand, its development in the direction of harmonization with European norms and standards, and, on the other, creation of legal grounds for a new model of the relationship between science and society, business and the state, which in general will become the basis for successful venture activities.

Possible managerial decisions aimed at preventing (minimizing) risks are formulated on the basis of analysis of legislative requirements and experience of venture capital activities of industrial enterprises in Ukraine, as well as the proposed formalized system for controlling venture risks of industrial enterprises in general, allows us to justify decisions that take into account the interests of both the manufacturer and the investor. simultaneously.

The obtained results of the research can be used in the practical activity of venture industrial enterprises of Ukraine and taken into account by investors who are interested in cooperation with them.

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