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Nadiia Davydenko[1]✉, *Natalia Wasilewska*[2]✉, *Mirosław Wasilewski*[3]✉, *Alina Buriak*[1]✉
[1]State Tax University, Irpin
[2]Jan Kochanowski University, Kielce
[3]Warsaw University of Life Sciences – SGGW

RISK MANAGEMENT OF THE DEVELOPMENT OF FINANCIAL POTENTIAL OF BUSINESS ENTITIES

ABSTRACT
Loss of financial potential is one of the most serious risks enterprises face. The risk management system for the loss of financial potential helps enterprises identify, evaluate and manage risks that may affect their financial condition. This system allows enterprises to reduce the possibility of financial losses and ensures more efficient work with financial resources. The purpose of the article is to identify the main imperatives, which are the basis for ensuring the development of financial potential and the justification of measures to neutralise the risks of business entities in the agricultural sector in Ukraine. The main sources of loss of financial potential of enterprises in the agricultural sector of the economy of Ukraine have been identified. It has been established that currently, the biggest threats are: low business activity, a low level of technological equipment and innovation, negative profitability and slow turnover of capital, lack of access to credit for small- and medium-sized enterprises and climate changes. Agricultural enterprises are subject to various risks of loss of financial potential, which may be associated with changes in weather conditions, animal epidemics, changes in legislation, currency risks, etc. Neutralisation of these risks is an important element of effective management of an agricultural enterprise and ensuring its stability. It has been proven that one of the ways to neutralise risks is to create a reserve fund in case of unexpected events that may lead to the loss of financial potential. Such a fund may include funds that can be used for replanting crops, repairing infrastructure, reimbursing losses from animal epidemics and other needs. It is proposed to minimise the risks with the help of insurance. Insurance can be provided at different levels: from crop insurance to emergency insurance. Having insurance allows the company to reduce financial losses in case of unexpected events. In addition, the enterprise can use financial instruments to reduce currency risks. These tools will enable you to protect the company from changes in exchange rates.

Key words: risk, financial potential, financial security, business entities, agricultural sector
JEL codes: D81, G30

Introduction

The need for educated, reasonable managerial judgments regarding the efficient operation of businesses in the face of hostilities, uncertainty and consequent risk is becoming more and more urgent in today's world.

✉ N. Davydenko, State Tax University, Irpin, davidenk@ukr.net, https://orcid.org/0000-0001-7469-5536
✉ N. Wasilewska, Jan Kochanowski University, Kielce, nwasilewska@ujk.edu.pl, https://orcid.org/0000-0001-8638-4735
✉ M. Wasilewski, Warsaw University of Life Sciences – SGGW, Warsaw, miroslaw_wasilewski@sggw.edu.pl, https://orcid.org/0000-0001-6791-5713
✉ A. Buriak, State Tax University, Irpin, alina.v.bu@online.ua, https://orcid.org/0000-0003-0886-317X

The impact of risks on financial potential is contradictory: besides decelerating the processes that accelerate financial capacity development, they create positive synergies.

When faced with contemporary issues, it is necessary to compare the financial resources attracted for the company's running activity with the size of its financial result in order to accumulate the largest level of profit while also using the least amount of resources and capital. However, any type of operating activity consists of risks of additional unanticipated losses. The components of risk management for improving financial potential are the detection, identification and measurement of risks, as well as the development of algorithms aimed at reducing the likelihood of risk impact on the financial capacity and/or reducing the consequences of financial potential losses for the entity.

The source of risks includes all types of activities that the company provides, such as operational, financial and investment – and the result of the realisation is a loss (loss of income), which negatively affects the total financial result of the enterprise and the efficiency of using resources (and sometimes even their availability and quality) [Davydenko and Buryak 2022, p. 116].

Providing the efficiency of enterprises largely depends on the predictability of losses from risks by introducing rational methods of managing them. The enterprise actively, and occasionally unintentionally, manages risks in an effort to neutralise the destabilising disruptive components of the external and internal environment.

Currently, enterprises prefer scientifically confirmed, time-tested and strategically adequate levers of influence on risks.

Literature review

Risk is a negative factor that reduces the financial potential of any economic system, and the study of management tools is an urgent scientific task today.

New scientific research based on empirical data helped to scale up and justify the development of the Western theory of the economic substance of the risk of economic activity in Ukraine. It also became an important component of both theoretical and practical management. The modern understanding of the economic content of the risk of economic activity is related to considering it not only as a loss obtained due to a management decision, but also as a deviation from the planned result.

Analysis of the sources of scientific economic literature allowed us to single out three main directions of scientific research in the field of problems of modern risk management of economic activity of enterprises.

The first direction of scientific research highlights the problems of the theory, assessment and analysis of risks from the standpoint of probability theory approaches. The representatives of this direction were Hrabovy, Petrova, Romanov and Skrypnyk.

According to them, risk is the probability of an enterprise losing part of its resources, not receiving income, or incurring additional costs as a result of particular production and financial activities [Donets 2012, p. 64]. Risk is "the probability of losses or shortfall in profits compared to the predicted (expected) option" or "the amount of losses at a given level of significance (with a given probability)" [Skrypnyk and Nehrey 2015, p. 2]. Skrypnyk develops a methodology for assessing the risk of decision-making at the level of an individual agricultural enterprise based on accounting reporting data.

The second direction of scientific research examines the theoretical and practical problems of applying economic and mathematical analysis methods to identify deviations from the planned results. Vitlinskyi, Velikoivanenko, Zbarskyi and Lipovyak-Melkozyorova became supporters of the second trend. In particular, according to the second direction, risk is an economic category that reflects the characteristic features of the perception by interested subjects of economic relations of objectively existing uncertainties and conflicts inherent in the processes of goal-setting, management, decision-making and evaluation, which are burdened by possible threats and unused opportunities [Vitlinskyi et al. 2004, p. 78] or a possible deviation from the goals set by subjects of economic activity [Zbarskyi et al. 2011, p. 61-65].

The third direction considers separate theoretical trends of risk research and proposes qualitative and quantitative measurement methods of risk factors. The author is Chepurko, and a generalised definition of the category of economic risk was supported as known in the infinite uncertainty of the relationship between the reality of the economic system and the possibilities of its transformation into some future reality identified by the subject, which can arise from the interactions of causes and consequences, accidental and necessary, as well as internal and external conditions. In his scientific works, he develops methodological approaches for quantitative identification, assessment and hedging of economic risks of agro-industrial enterprises [Chepurko 2000, p. 17-18].

Research methodology

The primary task of the methodology is to determine the imperatives of strategic development of the financial potential of economic entities. The purpose of the strategic development of financial potential is to achieve the strategic goals of the business entity, which directly affects the maximisation of profits and the minimisation of enterprise risks. According to the study of the strategic development of the financial potential, it is necessary to evaluate the impact of the imperatives on the change in the state of the financial potential. Economic imperatives are certain rules of behaviour of the rules of behaviour of all structural elements of the economic system, taking into account various factors affecting them [Magretta 2013, p. 51]. Imperatives require the definition of priority tasks, indicators, criteria and targets and ways to achieve them. The objective of the general strategy, the development of the concept of ensuring strategic development, the formulation and selection of a strategy for the development of financial potential, the implementation of the strategy while taking risk into consideration, and financial controlling for the implementation of the strategy are the tools for implementing imperatives.

Based on the need to assess the impact of imperatives on changes in the state of financial potential, a risk-oriented approach is important in strategic management of the financial potential of economic entities in the agricultural sector of the economy. Risk is a feature of the market economy inherent in the external and internal environment of the functioning of economic entities at various levels. To counteract risks, a risk management system is created in modern enterprises, which is considered a set of measures, methods and levers – the result of which is an anti-risk policy with a clearly formulated strategy and tactics, unified tasks and target orientations [Poida-Nosyk 2012, p. 3]. Risk and uncertainty are unavoidable factors in agriculture that require careful management. Farmers face production risks due to weather, crop and livestock performance, pests and diseases, as well as institutional, personal and business risks [Portna 2017, p. 122-127]. Risks negatively affect all performance indicators of enterprises, including their financial potential as they cause funding deficits, insolvency, reduced creditworthiness and deterioration of asset quality. The mentioned risks can be transformed into the risk of non-profitability and, in the future, the risk of bankruptcy [Kozyk et al. 2014, p. 31]. The risks of developing the financial potential of business entities are divided into non-financial and financial. The main non-financial risks are (Figure 1): strategic, operational (including legal) and compliance risk (including the risk of business reputation). By risk, we mean "the probability of losses or additional losses or failure to receive income, or failure of the party to fulfil contractual obligations as a result of the influence of negative internal and external factors" [Panchenko 2019, p. 350-357]. Financial risks include market (currency, stock, commodity), credit, interest and liquidity risk [Plysa 2001, p.70]. The specified types of financial risks have different significance for individual economic entities of the agricultural sector of the economy: stock risk – for large agricultural holdings, the securities of which are in circulation on trading stock platforms, including foreign;

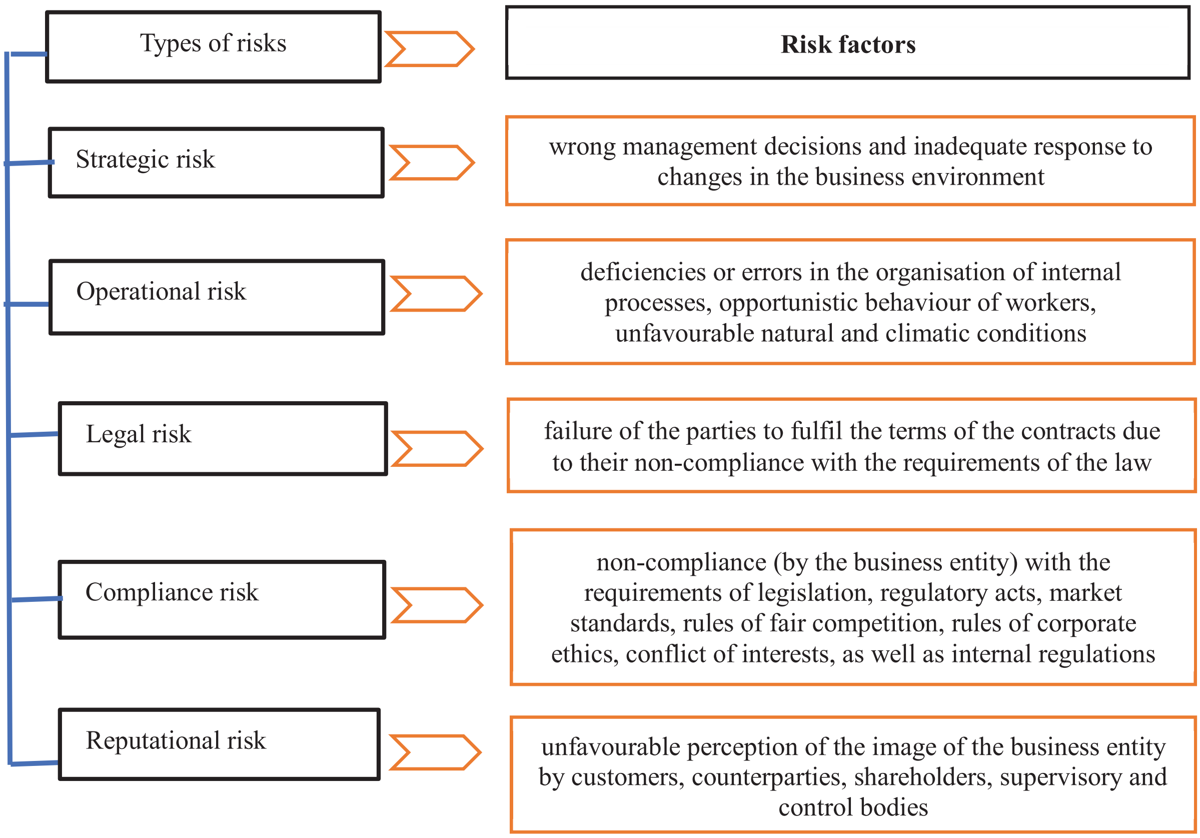

Fig. 1 Types of non-financial risks of the development of the financial potential of economic entities
Source: compiled by the authors.

currency risk – for enterprises that actively conduct foreign economic activity (export--import operations); commodity risk – it is inherent in almost all economic entities of the agricultural sector of the economy. It arises due to price fluctuations on agricultural exchanges, unfavourable changes in the market value of agricultural products, ready-made food products and other commodity stocks held on the balance sheets of enterprises. The source of currency risk is adverse fluctuations in foreign exchange rates that affect the assets and liabilities of business entities.

Stock risk arises due to adverse changes in the market value of shares and other securities with non-fixed income issued by business entities and corporate securities that are the object of investment. In domestic conditions, the stock risk of business entities is systemic due to the deformed nature of the financial market infrastructure – which, from the initial stages to the present, is an integral feature of its development. The indicated deformations are manifested in the low efficiency of the functioning of the securities market, excessive bank-centricity an inability to withstand external economic shocks.

Results and discussion

Financial potential forms the key development directions and instruments of financial activity and is responsible for efficiently providing cash flows from one enterprise to another. Today, financial potential is considered to be one factor that determines an enterprise's success, as the enterprise's competitiveness level and investment attractiveness depend on it. Undoubtedly, a sufficient level of financial potential and its effective use determine the enterprise's stable, sustainable, liquid and solvent state. Therefore, the development of a mechanism for effective management of financial potential is an important task for enterprises.

Risk is a market economy feature inherent in the external and internal environment of economic entities functioning at various levels. Risks negatively affect all performance indicators of enterprises, including their financial potential as they cause a shortage of funding, insolvency, non-creditworthiness, reduced financial stability and liquidity and deterioration in asset quality.

As an economic category, risk means the probability of unexpected losses (reduction or complete loss of profit, shortfall in planned income, unexpected expenses, loss of income part or all equity under uncertain conditions of financial and business activities environment).

Therefore, the close relationship between risk, probability and uncertainty is clearly visible. The risk factor affecting the enterprise's activity is rapidly increases in a market economy. Financial risks are a particular group of risks that are observed throughout the entire period of an enterprise's activity.

Financial risks have an objective basis due to the uncertainty of the external economic environment concerning the enterprise. Objective economic, social and political conditions characterise the external environment. The uncertainty of the external environment determines the effect of many factors that are difficult to predict. These include supply and demand for goods, funds, factors of production, alternatives for the use of capital, various investment options, insufficient and unreliable information, etc.

Economic decisions under uncertain conditions are made within the framework of the so-called decision theory (i.e., an analytical approach to choosing the most efficient solution). Depending on the degree of certainty of possible outcomes and consequences, decision theory considers the following three types of models:

- decision-making under certainty (i.e., each action is known for certain to lead to a particular outcome);
- decision-making under risk, where each action leads to one of many possible outcomes and has a calculable or estimated probability of occurrence;
- decision-making under uncertainty, when an action or their combination leads to a wide variety of outcomes but the possibility of their occurrence is completely unknown.

The impact of risks directly on the financial potential of enterprises is ambiguous: in addition to slowing down production and financial processes that ensure the stable development of financial potential, they also have positive synergistic effects [Kartuzov 2012, p. 115-124].

Risks can affect the financial potential of an enterprise in various ways.

First, the risks may lead to a decrease in the enterprise's profit. For example, if an enterprise depends on raw materials from a certain country and that country experiences political instability or natural disasters, this may result in losses for the enterprise due to a decrease in production volume or an increase in the cost of raw materials.

Second, risks may affect the financial stability of an enterprise. For example, if an enterprise has a significant amount of debt and a change in the interest rate may lead to an increase in interest payments, this may reduce the financial stability of the enterprise.

Third, risks can affect the financial attractiveness of an enterprise to investors. For example, if an enterprise has high risks, this may reduce investors' interest in the enterprise and lead to a decrease in the capital that can be raised for further development.

It means, risks can have a significant impact on the financial potential of an enterprise, and enterprises should carefully assess risks and take appropriate measures to reduce their impact on their activities.

The main risks affecting the financial potential of an enterprise include:

- financial risks such as changes in exchange rates, changes in interest rates on loans, changes in prices for goods and services used by the enterprise. These risks can reduce the enterprise's income and increase its expenses;
- production risks such as disruption of the production process, damage to equipment, loss of suppliers, etc. These risks can lead to a decrease in production and an increase in the cost of repairing and replacing equipment;
- liquidity risks such as payment system arrears, delays in payment from customers, inability to obtain loans, etc. These risks can lead to a decrease in the enterprise's liquidity and an increase in the cost of attracting additional resources;
- reputational risks such as scandals, allegations of legal violations, negative environmental impact, etc. These risks can lead to a decrease in the trust of customers and partners, which can cause a decrease in revenue and increase advertising and reputation restoration costs.

Therefore, enterprises should be prepared for risks and have appropriate risk management measures in place.

Let's assess the state of financial potential for the industry by groups of enterprises and indicators of solvency, independence and profitability (Table 1).

Table 1. Analysis of the dynamics of financial indicators of enterprises in the agricultural sector of the Ukrainian economy by their size

Indicator	Years						Deviation of 2020 compared to 2015
	2015	**2016**	**2017**	**2018**	**2019**	**2020**	
Large-sized enterprises							
Solvency ratio	0.90	0.70	0.75	1.44	1.30	1.29	0.39
Equity ratio	0.47	0.41	0.43	0.60	0.56	0.58	0.11
ROE:	0.41	0.20	0.13	0.17	0.06	0.12	-0.29
• return on sales	0.40	0.23	0.21	0.20	0.07	0.10	-0.30
• asset turnover	0.48	0.35	0.26	0.51	0.45	0.48	0
• financial leverage	2.12	2.44	2.34	1.70	1.80	2.11	-0.01
POCE	0.36	0.18	0.11	0.16	0.05	0.09	-0.27
Medium-sized enterprises							
Solvency ratio	0.69	0.66	1.02	1.16	1.15	1.12	0.43
Equity ratio	0.41	0.40	0.50	0.54	0.54	0.53	0.12
ROE:	0.36	0.24	0.17	0.15	0.28	0.27	-0.09
• return on sales	0.24	0.21	0.15	0.14	0.25	0.29	0.05
• asset turnover	0.61	0.46	0.57	0.58	0.60	0.70	0.09
• financial leverage	2.45	2.52	1.98	1.87	1.87	1.91	-0.54
POCE	0.28	0.20	0.15	0.14	0.25	0.27	-0.01
Small-sized enterprises							
Solvency ratio	0.79	0.16	0.88	0.70	0.84	0.81	0.02
Equity ratio	0.36	0.14	0.47	0.41	0.46	0.48	0.12
ROE:	0.36	0.27	0.15	0.13	0.11	0.14	-0.22
• return on sales	0.29	0.25	0.14	0.11	0.10	0.14	-0.15
• asset turnover	0.45	0.15	0.51	0.49	0.51	0.50	0.05
• financial leverage	2.78	7.18	2.13	2.42	2.19	2.23	-0.55
POCE	0.30	0.24	0.14	0.10	0.09	0.10	-0.20

Source: own calculations based on the data from [State Statistics Service of Ukraine].

The analytical study of changes in the financial indicators of enterprises in the agricultural sector of the economy revealed an increase in the financial potential of enterprises in the industry due to an increase in their solvency and financial independence in all three groups.

The solvency ratio of large- and medium-sized enterprises increased by 0.39 and 0.43, respectively, and in 2018-2020, reached the regulatory value. The solvency of small--sized enterprises also improved. Nevertheless, in 2020, the indicator was 0.81, 0.02 higher than in 2015, but did not reach the regulatory value.

In 2016, the financial independence (equity) ratio was the worst in all three groups of enterprises. In particular, among small-sized enterprises, it had the lowest value compared to medium- and large-sized enterprises and amounted to only 0.14. However, during 2017-2019, the value of the indicator increased and met the regulatory value. In 2020, for small-sized enterprises, the indicator was close to the regulatory value – 0.48; for large-sized enterprises – 0.58; for medium-sized enterprises – 0.53.

In the meantime, all three groups' metrics of capital use efficiency – both equity and total – have negative dynamics. The lowest efficiency of capital use is observed among large-sized enterprises. Medium-sized enterprises use capital most efficiently.

Agriculture is subject to various financial risks as it depends on natural conditions, product price fluctuations and other factors that may affect its income. In our opinion, the main financial risks associated with agriculture include:

- Product price fluctuation risk – prices for agricultural products are generally dependent on market supply and demand and may fluctuate from season to season. Such fluctuations may affect the income of agricultural enterprises and may lead to losses;
- Weather conditions risk – agriculture is dependent on natural conditions such as rain, droughts and other hazards. Adverse weather conditions can lead to lower yield, reducing revenues;
- Financing risk – securing financing for agriculture can be challenging as agricultural enterprises, especially small- and medium-sized ones, typically have limited access to loans. Excessive use of loans can lead to reduced financial stability if the necessary income is not generated;
- Technological change risk – agricultural-related technologies are constantly changing, which may result in the need for new investments and resources. The need for significant investments may increase the risk of investing in the enterprise.

In the agricultural sector, financial risks are closely related to the logistics sphere. Challenges for the logistics industry arose several years before the beginning of a new stage of the Russian-Ukrainian war.

It is common knowledge that Ukrainian agricultural product exports occupy one of the world's leading cities. Although the war destroyed many existing chains of cooperation with foreign partners, agribusiness is now active restores agreements.

The logistics system's efficiency is largely determined by rationalisation of the movement of financial flows and their harmonious combination with material, information and service flows. An increase in the efficiency of the movement of commodity flows is achieved mainly due to the improvement of their financial service; hence control and minimisation of financial risks in this area should not be bypassed by management.

Today, in Ukraine and around the world, agricultural entrepreneurs insure future harvests and other results of their work that depend on weather conditions and other destructive factors, which will contribute to the strategic development of the financial potential of enterprises in the industry. It should be noted that there is no unified methodological and regulatory framework for agricultural insurance in Ukraine, which hinders its development. The most popular crop insurance products for agricultural enterprises are total loss + spring frost (40% of insurance contracts, 41.9% of insured areas, 50.8% of affected areas, 54.3% of insurance payments); multi-risk insurance of future crops (45.8% of insurance amounts and 57.6% of insurance premiums). In the case of multi-risk insurance, crops are insured against major weather risks, risks of damage to crops by wild animals, fire and some other risks (Table 2).

Table 2. Characteristics of crop and livestock insurance products, 2020

Programme	Share of					
	contracts	insured area (animals)	insured amount	premiums collected	affected areas (animals)	insurance payments
Crop						
Perennial planting	0.5	0.3	1.6	1.2	0.5	19.4
Total loss	11.0	12.0	8.0	12.0	0	0
Total loss + spring frost	40.2	41.7	14.0	15.0	51.0	53.3
Other (roses)	0	0	0	0.2	0	0
Multi-risk						
• insurance of future crops	26.0	21.0	45.8	57.1	21.5	12.3
• insurance of crops before harvesting	1.5	1.6	3.0	1.5	0	1.0
Named risks	15.6	12.0	25.6	11.0	27.4	14.0
Partial and total loss + spring frost (for winter crops)	5.2	11.4	2.0	2.0	0	0
Total	100.0	100.0	100.0	100.0	100.0	100.0
Livestock						
Named risks	0.1	64.8	23.4	24.3	0	0
Complexity of risks (fire, illegal actions by third parties, natural disasters, accidents, diseases (including infectious diseases), forced slaughter related to epizootic control measures)	0.1	29.1	60.5	23.0	0	0
Complexity of risks (natural persons)	99.8	6.1	16.1	52.7	100.0	100.0
Total	100.0	100.0	100.0	100.0	100.0	100.0

Source: based on data from [State Statistics Service of Ukraine].

Crop and livestock insurance is a critical component of agricultural insurance in Ukraine. The main insurance products in this area are the following:

– Crop insurance: this type of insurance covers crop losses caused by weather conditions, diseases, pests and other risks that may affect yield levels. The insurance payment is made depending on the amount of damage.

- Animal insurance: this type of insurance covers risks associated with the death, injury and disease of animals. The insurance payment is made depending on the cost of the animal and the amount of damage.
- Theft insurance: this type of insurance covers the risk of theft of animals or crops from the agricultural enterprise territory.
- Fire insurance: this type of insurance covers the risk of a fire at an agricultural enterprise, which may cause damage to property, crops, etc.
- Financial risk insurance: this type of insurance covers the risk of currency fluctuations, changes in product prices and other financial risks that may affect the profitability of the agricultural enterprise.

Insurance companies may offer additional coverage for an additional fee. This may include hail insurance (damage is assessed separately according to different principles), insurance against the inability to carry out sowing operations due to adverse weather and/or the inability to harvest. This type of insurance is one of the most expensive and complex, and tariff rates can vary significantly by region. Limits on risks and payouts may also be set by insurance companies if risks are regularly realised or if crop producers lack the appropriate knowledge of crop cultivation.

Insurance products can be differentiated for certain fruits and vegetables and allocated to separate programmes depending on how they are consumed (fresh or processed). A new trend is the development of insurance programmes for oilseeds (soya, rapeseed, etc.) and genetically modified crops, which usually have lower insurance rates due to their greater resistance to drought.

In the structure of livestock insurance products, the complexity of risks of natural persons accounted for 99.8% by the number of contracts, 50.7% by the share of collected insurance premiums and 100% by the share of affected animals and insurance payments. The named risks top the ratings by the share of insured animals (64.8%), the complexity of risks (fire, illegal actions by third parties, natural disasters, accidents, diseases (including infectious diseases), forced slaughter related to epizootic control measures) has the largest share in the insured amounts (60.5%).

The low level of agricultural insurance's influence on the strategic development of the agricultural enterprises' financial potential is explained by the insufficient level of development of this type of insurance due to the influence of several factors, including: mutual distrust of insurance companies and agricultural enterprises; perception of insurance not as an instrument of financial risk management, but as an additional financial burden when applying for bank loans; narrow line of insurance products that would meet the requirements of agriculturists according to the 'price-quality-reliability' criteria, difficulties and artificial obstacles in obtaining insurance compensation and inconsistency of state policy in providing insurance subsidies [Panchenko 2019, p. 350-357].

The use of new innovative insurance products by agricultural enterprises, such as index insurance, will help reduce their risks of losing financial potential. Agricultural insurance using weather data (weather index) is based on the deviation of the temperature or weather data from the average long-term level for the period most critical for the growing season. Index agricultural insurance is an alternative to the classic crop insurance based on a regional crop yield index.

The impact of risk on the agricultural enterprise's financial potential means an assessment of the extent to which possible risks may affect the enterprise's financial performance, such as profit, working capital, assets, etc. The risk may differ for each agricultural enterprise, depending on its size, type of activity, market situation, technical equipment and other factors.

Assessing the impact of risk on the financial potential of an agricultural enterprise involves analysing the risks that may arise in the course of the enterprise's activities. Various methods can be used for this purpose, such as SWOT analysis, Porter's analysis, PESTEL analysis, risk matrix, etc.

Based on the conducted analysis, various measures can be offered to reduce the impact of risks on the agricultural enterprise's financial potential. These measures may include developing a risk management plan, creating a reserve fund, reducing dependence on a single market or product, improving technical equipment, etc.

The choice of a financing sources' rational structure for agricultural enterprises' activities should be based on several factors, such as the enterprise's need for capital, risks and the cost of each source of financing.

The main sources of financing for agricultural enterprises are:

- equity capital – money invested in the enterprise by the owners. If an enterprise has enough equity capital, it can be used for business development. However, the use of equity capital may reduce the owners' profits;
- loans – an enterprise can receive loans from banks, financial institutions and other creditors. This is a fairly common source of financing as it allows obtaining the necessary funds for the enterprise's needs but requires repayment of obligations within the specified period and payment of interest for the funds used;
- leasing – a form of renting equipment or property for which the enterprise pays rent. Leasing may be beneficial for an enterprise that is unable to purchase the necessary equipment at one time but can pay for it in instalments;
- issue of shares – an enterprise can issue shares and sell them to investors, thus obtaining the necessary funds. Issuing shares can be beneficial if the enterprise has the financial potential to increase profits in the future.

The policy of the agricultural sector's financial support should be aimed at the best combination of sources and methods of financial support under different scenarios in the context of ensuring financial stability and profitability and acceptable risk of agricultural enterprises' activities.

The effectiveness of implementing the financial strategy of agricultural enterprises depends on many factors, including the following:

1. The financial position of the enterprise. If the enterprise has sufficient financial resources, implementing the financial strategy may be more successful.
2. The level of competition in the market. If the market is highly competitive, the enterprise must pursue a more aggressive financial strategy to ensure its competitiveness.
3. The enterprise's pricing policy. The right pricing policy can affect the enterprise's profitability and competitiveness.

4. The level of investment in fixed assets and technical re-equipment. Investing in fixed assets can provide an enterprise with the necessary resources to expand production and improve efficiency.
5. The speed of working capital turnover. The speed of working capital turnover can affect the enterprise's liquidity and ensure its financial stability.
6. Level of debt burden. If the enterprise's debt burden is excessive, it may be difficult to implement the financial strategy.
7. Risk management policy. A well-chosen risk management policy can help an enterprise reduce potential risks and increase the enterprise's efficiency.

Conclusion

Risk management in developing business entities' financial potential is a strategic and tactical process.

At the strategic level, risk management should determine the long-term strategy for the enterprise's financial potential development, considering financial goals, risks and opportunities arising from changes in the market and industry.

At the tactical level, risk management should consider specific financial risks and ensure appropriate management using various financial instruments and methods. Tactical tasks include tracking the enterprise's financial performance, budgeting and financial planning, liquidity management and financial structure optimisation.

Therefore, risk management in developing the business entities' financial potential is both strategic and tactical and is an important component of the enterprise's financial management.

In general, risk mitigation is the final stage of managing the risks of loss of financial potential and is carried out in the following ways: avoidance (termination of relevant operations or relations), reduction, minimisation, limitation, localisation, diversification (dispersion to avoid excessive concentration), risk sharing and hedging (compensation of losses from the hedged item by the profit from the hedging instrument arising under the same conditions or events). Risk mitigation tools include: the development of effective preventive measures against their occurrence; the creation of reserve (insurance) stocks; external insurance; obtaining legislative guarantees of protection against certain types of risks; other forms of risk insurance.

We are currently watching the Ukrainian financial system face the most difficult test in its history, a test of strength by war. As it shows world experience, even in a war economy you can survive and win, this needs to solve several new tasks.

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Zarządzanie ryzykiem rozwijania potencjału finansowego podmiotów gospodarczych

STRESZCZENIE
Utrata potencjału finansowego jest jednym z najpoważniejszych zagrożeń, na jakie narażone są przedsiębiorstwa. System zarządzania ryzykiem utraty potencjału finansowego pomaga przedsiębiorstwom identyfikować, oceniać i zarządzać ryzykami, które mogą mieć wpływ na ich kondycję finansową. Celem artykułu jest identyfikacja głównych czynników, które są podstawą zapewnienia potencjału finansowego oraz uzasadnienie działań neutralizujących ryzyka podmiotów gospodarczych w sektorze rolnym w Ukrainie. Obecnie największymi zagrożeniami w tym zakresie jest niska aktywność gospodarcza, niewystarczający poziom wyposażenia technologicznego i innowacyjności, brak rentowności i powolna rotacja kapitału, trudności w dostępie do kredytu dla małych i średnich przedsiębiorstw oraz zmiany klimatyczne. Przedsiębiorstwa rolne narażone są na różne ryzyka utraty potencjału finansowego, co może wiązać się ze zmianami warunków pogodowych, epidemiami wśród zwierząt, zmianami legislacyjnymi oraz ryzykami walutowymi. Jednym ze sposobów neutralizacji ryzyka jest tworzenie funduszu rezerwowego na wypadek nieoczekiwanych zdarzeń, które mogą doprowadzić do utraty potencjału finansowego przedsiębiorstw. Taki fundusz może obejmować środki finansowe, które można przeznaczyć na ponowny siew upraw, naprawę infrastruktury, pokrycie strat spowodowanych epidemiami zwierząt, itp. Proponuje się zminimalizować ryzyko, rozpoczynając od ubezpieczenia upraw, po różne formy ubezpieczeń awaryjnych, co pozwala przedsiębiorstwu ograniczyć straty finansowe w przypadku wystąpienia nieoczekiwanych

zdarzeń. Dodatkowym elementem minimalizacji ryzyka są instrumenty finansowe, stosowane w celu ograniczenia ryzyka walutowego, zabezpieczające przedsiębiorstwo przed zmianami kursów walut.

Słowa kluczowe: ryzyko, potencjał finansowy, bezpieczeństwo finansowe, podmioty gospodarcze, możliwości rozwoju, sektor rolniczy