

**ADAPTIVE RISK MANAGEMENT IN FOOD INDUSTRY ENTERPRISES:
INTEGRATION OF STRATEGIES AND INNOVATIONS IN AN ENVIRONMENT OF
ECONOMIC INSTABILITY**

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ABSTRACT. This article examines modern approaches and innovations in risk management at food industry enterprises. The focus is on the development of a comprehensive, multi-level risk management mechanism that combines both traditional and advanced methods of risk analysis, assessment, and minimization. The study emphasizes the importance of a comprehensive approach to identifying both external and internal risks, including monitoring market trends, political and environmental changes, and operational processes. Special attention is given to the development of flexible and adaptive risk management strategies capable of rapid modification in response to changes in the external environment and encompassing various response scenarios. The article highlights the significance of integrating modern technologies and analytical tools into the risk management process, including the use of big data, artificial intelligence, and machine learning for accurate forecasting and risk assessment. The author of the article points to the need to enhance the culture of risk management at all levels of the enterprise, including regular training and increasing employee awareness. The article underlines the importance of regular monitoring and evaluation of the effectiveness of the risk management system, as well as maintaining open communication with stakeholders and regular reporting on the state of risks and measures taken. Particular attention is paid to continuous improvement and integration of innovations to enhance the effectiveness of the risk management system, defining the significance and innovation of the integrated approach. The research results present significant interest for forming the theoretical basis of risk management, as well as for practical application in a real business environment, contributing to the formation of more resilient and innovative enterprises in the food industry.

Keywords: adaptive management, enterprise, food industry, crisis management, economic instability, risk, integrated approach, strategy, innovation, risk management mechanism.

INTRODUCTION. The **relevance** of this research is dictated by the growing need for developing effective and adaptive approaches to risk management in the food industry, particularly in the context of escalating economic instability and market competition.

The **practical application** of the proposed system allows food industry enterprises to efficiently manage both known and potential risks, creating a foundation for their innovative development and maintaining competitiveness. The integration of modern technologies and analytical methods, combined with the development of a corporate risk management culture and active employee engagement, opens new perspectives for flexible and adaptive management, facilitating successful navigation in conditions of uncertainty and change.

The **scientific novelty** of this research lies in the development of a multi-level risk management system that combines both traditional and advanced technologies (methods) for risk analysis and assessment. This approach not only allows for effective adaptation to current challenges but also proactively anticipates future trends and threats, which is a key factor for business sustainability in a dynamic economic environment.

Thus, the results of this research make a significant contribution to both the theoretical foundation of risk management and its practical application in the business environment, promoting the formation of more resilient, adaptive, and innovative food industry enterprises. Particular attention is paid to the role of strategic planning and operational flexibility in risk management, which is key to achieving long-term success and sustainable development in modern economic conditions.

An **analysis of recent research and publications** in the field of risk management reveals a significant diversity of approaches and methodologies. Contemporary works in this area focus on the need to adapt risk management strategies to dynamically changing economic conditions. Special attention is given to issues of integrating innovative technologies and analytical methods into risk management processes.

Sheffi (2005) emphasizes the importance of enterprise resilience, which depends on their ability to adapt and respond to external changes. The works of Lencioni (2002) reveal the importance of coordination and communication between different departments of an enterprise in the context of crisis management. Coombs (2007) highlights the importance of effective communication management in crisis situations. Kaplan & Norton (2008) emphasize the need to combine strategic planning with operational management to anticipate and prevent potential threats.

In the context of the food industry, these studies underscore the importance of a flexible approach to risk management, allowing companies not only to respond to current crises but also to

adapt to the constantly changing market landscape. Particular attention is paid to the integration of elements such as corporate culture, internal processes, and external communications, which contribute to creating a comprehensive and effective risk management mechanism.

Thus, contemporary scientific publications highlight the need to develop multi-level and integrated risk management systems that can harmoniously combine traditional approaches with innovative solutions. This provides enterprises with the ability to more flexibly respond to crisis situations and ensure sustainable development in conditions of economic instability.

RESEARCH RESULTS. The essence and functional features of crisis management cover a wide range of issues, including the importance of leadership, adaptability, effective communication management, and continuous monitoring and assessment. These aspects are crucial for understanding how the entrepreneurial sector can effectively respond to crisis situations and ensure the stability of its activities. In this context, crisis management represents a comprehensive system aimed at preparing the organization for potential crises and effectively responding to them in order to minimize losses and ensure rapid recovery. This circumstance requires competent management to minimize risks and maximize potential advantages, which is especially important in modern economic practice, where risk management occupies a central place in the crisis strategy.

Adaptability and flexibility are key characteristics of effective crisis management. As noted by Sheffi (2005), the resilience of an enterprise largely depends on its ability to adapt to changes and respond to them, rather than its ability to predict future threats [1].

Lencioni (2002) asserts that a key component of successful crisis management is the coordination and communication between various departments and levels of management within an organization. According to him, a coordinated approach allows for quick and well-founded decisions in crisis situations, which helps to minimize potential losses [2].

Furthermore, the importance of effective communication management during a crisis cannot be underestimated. As indicated by Coombs (2007), properly organized communication can significantly assist an organization in mitigating the impact of a crisis and improving recovery after it [3].

On the other hand, Kaplan & Norton (2008) state that successful crisis management requires not only reactive but also proactive measures. They emphasize the importance of balancing strategic planning and operational management, allowing organizations to not only respond to emerging crises but also anticipate potential risks and threats, thereby avoiding crisis situations [4].

The importance of constant monitoring and assessment of both internal and external factors that may affect the stability of an organization should also be mentioned. In this context, studies like those conducted by Kaplan & Norton (1992) demonstrate how balanced scorecard systems can

help organizations effectively track various aspects of their activities and respond to potential threats [5].

Continuing the discussion, the works of Professor Schulman (1993) are noteworthy. In his research, Schulman emphasized that effective crisis management must include monitoring and assessment mechanisms that quickly identify potential crisis situations and take appropriate measures. He highlighted the importance of anticipating crises, rather than merely reacting to them [6].

The influence of corporate culture on crisis management was investigated by Smith (1990). He emphasized that transparency, openness, and a focus on cooperation can enhance an organization's ability to withstand crises. Organizational values and leaders' behavior have a significant impact on the effectiveness of crisis management [7].

In addition to the previous sources, it is worth mentioning the works of Lam (2014), where he focuses on the need for effective crisis management to be integrated at all levels of the organizational structure. He argues that successful crisis management requires a risk management culture that permeates the entire organization and ensures transparency and informedness at all levels [8].

In the context of this discussion, it can be concluded that crisis management is not just a reaction to a crisis, but a systematic and integrated approach. It encompasses strategic planning, proactive risk management, the use of technology for data collection and analysis, a risk management culture, and coordination and communication at all levels of the organization.

Based on the materials of our research, as discussed in the previous scientific works of the author [9-12], dedicated to the issues of forming a crisis management system in the entrepreneurial sector, and the works of the aforementioned scholars, it should be noted that there is a necessity to apply and implement methods and tools that ensure the integrity and effective functioning of the aforementioned system in market conditions.

For food industry enterprises, operating in a highly competitive and variable market environment, the implementation of effective crisis management methods that facilitate the early identification and neutralization of potential risks is a key factor in maintaining operational flexibility and strategic adaptability. This provides enterprises with the necessary foundation for making timely decisions, preventing losses, and leveraging emerging market opportunities, which in turn contributes to strengthening their competitive positions in the long-term perspective.

In the context of striving for operational flexibility and strategic adaptability, special attention should be paid to the detailed analysis and selection of risk management methods and tools. These methods and tools can be divided into several key categories, focusing on specific

approaches and innovations that may be particularly relevant for enterprises in the food industry within the framework of crisis management:

1. **Quantitative Methods:** include financial analysis, statistical methods, and risk modeling. These methods help assess the likelihood of risks occurring and their potential impact on the financial results of the enterprise.

2. **Qualitative Methods:** focus on the identification, analysis, and assessment of risks based on expert knowledge and experience. These include SWOT analysis, scenario analysis, and the Delphi method.

3. **Combined Methods:** combine quantitative and qualitative approaches for a more comprehensive analysis of risks. An example is risk mastering, which integrates various data and expert assessments to form a comprehensive picture of risks.

4. **Risk Assessment Tools:** an important part of risk management is the assessment of potential threats. Tools such as sensitivity analysis, SWOT analysis, and risk-impact analysis allow enterprises to understand which factors can most significantly affect their operational and financial activities.

5. **Risk Mitigation Strategies:** after identifying and assessing risks, a key aspect is the development of strategies for their mitigation. This can include diverse approaches, from insurance and hedging to diversification of operations and creating contingency plans.

6. **Continuous Monitoring and Strategy Revision:** risk management is not a one-time process but an ongoing activity. It is important to regularly review and adapt risk management strategies in accordance with changing market conditions and the internal environment of the enterprise.

7. **Scenario Planning and Modeling:** one of the key tools in risk management is the creation of various scenarios that can help enterprises prepare for a variety of future situations. Scenario planning involves analyzing potential future events and developing action plans for each possible scenario. This helps enterprises quickly adapt to changing conditions and effectively respond to unforeseen situations.

8. **Crisis Management:** An important aspect of crisis management is the development of clear procedures for managing crisis situations. This includes creating a crisis management team, developing crisis response plans, and regularly conducting drills and exercises to test readiness for unexpected events.

9. **Training and Staff Development:** effective risk management requires not only the right tools but also skilled staff. Upskilling employees and continuous training in risk management are key to success in crisis management.

10. **Application of Big Data and Artificial Intelligence Technologies:** recent years have seen a significant focus on using big data and artificial intelligence in risk management. Research in this area shows how data and machine learning can be used to forecast market trends and identify potential risks.

11. **Supply Chain Risk Management:** modern research emphasizes the management of supply chain risks: the importance of developing flexible and resilient supply chains capable of adapting to sudden changes and crisis situations.

12. **Ethical and Sustainable Risk Management Approach** (integration of sustainable development and social responsibility): the importance of a sustainable and ethical approach to risk management requires companies to strive not only for financial stability but also to consider the social and environmental aspects of their operations.

13. **The Role of Corporate Culture in Risk Management:** Corporate culture plays a key role in effective risk management. A culture that encourages openness, innovation, and adaptability fosters more effective risk management.

Using these methods and tools within crisis management allows not only for the identification and assessment of risks but also for the development of effective strategies to minimize them. An important aspect is their flexible application, considering the industry specifics and individual characteristics of each enterprise. Thus, the comprehensive application of various risk management methods and tools allows food industry enterprises not only to effectively respond to current crisis situations but also to forecast potential threats, developing appropriate strategies for their prevention and reduction. This deeper analysis offers a broader view of risk management methods, including the latest trends and research. It provides a better understanding of how a comprehensive approach to risk management can contribute to effective crisis management, especially in food industry enterprises.

Continuing, let us consider the possibility of adapting the risk management methods and tools we propose for developing a corresponding mechanism. In our opinion, this can ensure the process of organizing cyclical action on a constant basis for this mechanism and its effective implementation in the overall risk management system.

Based on the above material, let's build and form a detailed risk management mechanism to reduce the impact of crisis phenomena in the economy, characteristic of food industry enterprises (Fig. 1). Each element of this mechanism includes the definition of its structural elements, as well as their constituent parts with a detailed description of the entire structure of each structural element of this mechanism, which together form an overall risk management system.

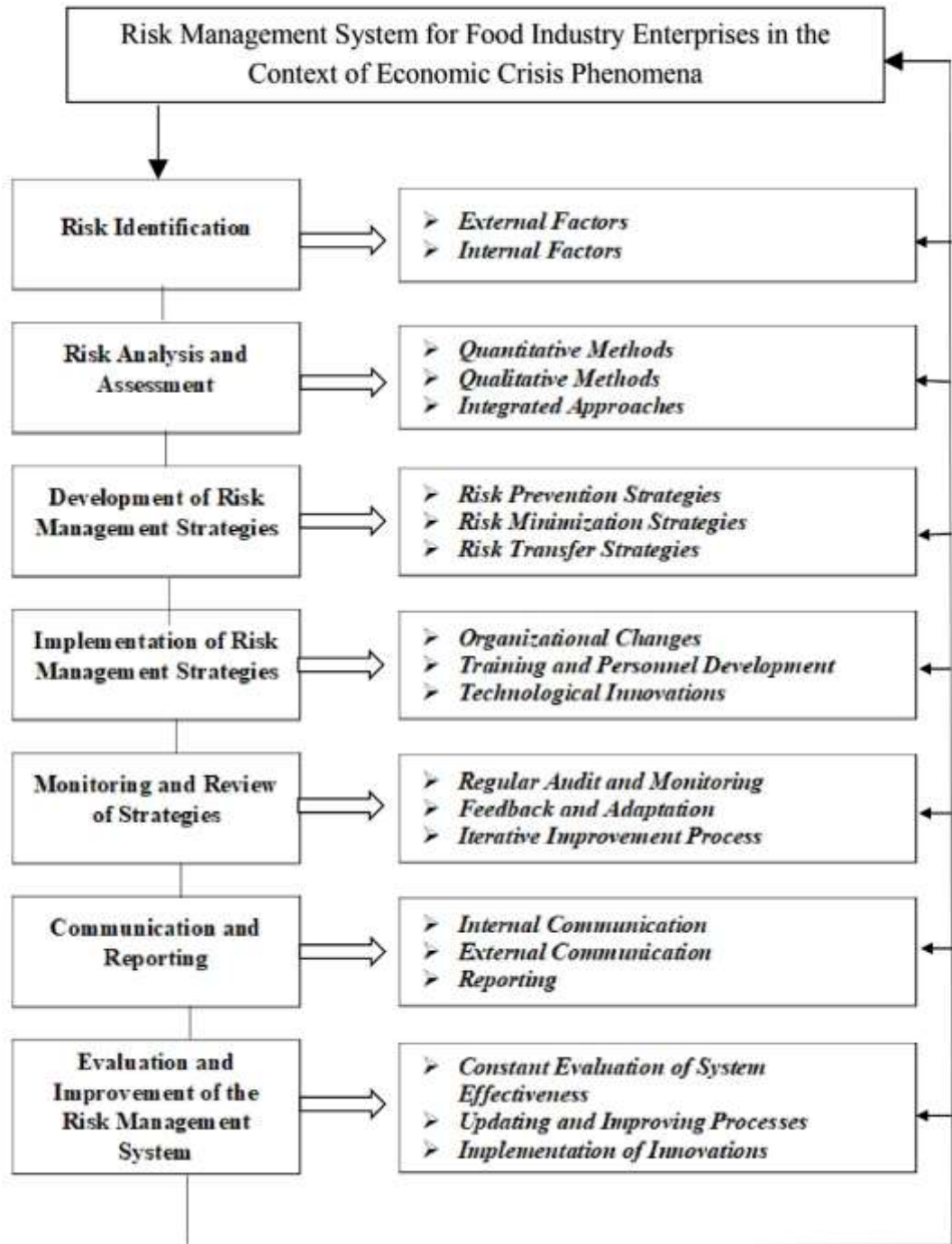


Figure 1. Scheme of the Organizational Mechanism for Risk Management in Food Industry Enterprises in the Context of Economic Crisis Phenomena

Author's Development

Using this scheme, let's examine in detail the *organizational mechanism for risk management in food industry enterprises under conditions of economic crisis phenomena*:

1. Risk Identification

Structural Elements:

- **External Factors:** market risks, political risks, environmental changes, shifts in consumer demand, and trends in the food industry. Recognizing that external risks, such as changes in the economic environment or consumer preferences, can significantly impact enterprise operations. Analyzing these factors helps to anticipate and prepare for potential threats.

- **Internal Factors:** operational risks, financial risks, personnel management risks, technological risks, and other internal threats. Understanding internal risks, including managerial, operational, and financial aspects, allows enterprises to minimize internal vulnerabilities and strengthen control.

2. Risk Analysis and Assessment

Structural Elements:

- **Quantitative Methods:** financial analysis, statistical methods, and risk modeling. The use of these methods provides a comprehensive assessment of risks, allowing enterprises to prioritize and allocate resources efficiently.

- **Qualitative Methods:**

- **SWOT analysis:** the opportunity to identify internal strengths and weaknesses of the enterprise, as well as external opportunities and threats. Applying SWOT analysis helps enterprises understand their market position, identify key areas for improvement, and develop strategies to exploit opportunities and minimize threats.

- **Scenario Analysis:** the development and examination of various hypothetical future scenarios, helping enterprises plan and prepare for possible changes in the business environment. Scenario analysis ensures flexibility in planning and aids in adapting to changing conditions.

- **Expert Evaluations:** including opinions and analysis from industry experts and experienced professionals provides additional depth to risk analysis. Expert evaluations can uncover non-obvious threats and opportunities, as well as suggest alternative risk management strategies.

- **Integrated Approaches:** combining quantitative and qualitative methods for a comprehensive risk assessment. The application of these qualitative methods in conjunction with quantitative approaches creates a multi-level system for risk evaluation and management, facilitating more effective decision-making and strengthening the resilience of food industry enterprises.

3. **Development of Risk Management Strategies**

Structural Elements:

- **Risk Prevention Strategies:** actions aimed at minimizing the possibility of risks occurring. Creating targeted strategies helps prevent the emergence of risks or minimize their impact, thereby ensuring business stability.
- **Risk Minimization Strategies:** plans developed to reduce the impact of risks if they materialize. An important aspect of these strategies is the development of procedures and actions that will enable an organization to respond quickly and effectively to negative events.
- **Risk Transfer Strategies:** using insurance, contractual obligations, and other mechanisms to transfer risk to third parties. Transferring risks through insurance or contracts helps relieve the enterprise from some threats, allowing it to focus on key aspects of its operations.

4. **Implementation of Risk Management Strategies**

Structural Elements:

- **Organizational Changes:** implementing new processes and structures within the company for risk management. Implementing organizational changes aimed at improving risk management involves modifying existing processes and structures of the enterprise. This may include introducing new procedures, revising organizational hierarchy, and optimizing workflows. Such changes are aimed at enhancing the flexibility and responsiveness of the organization, improving its ability to adapt to changing conditions and effectively manage risks.
- **Training and Personnel Development:** increasing awareness and competencies of employees in risk management. Training staff in risk management enhances overall competence in this area and fosters a culture oriented towards risk management.
- **Technological Innovations:** implementing technologies for improved monitoring and risk analysis (use of big data, which allows for collecting, analyzing, and interpreting vast amounts of information from various sources to provide more accurate and comprehensive risk analysis; application of artificial intelligence and machine learning, which facilitates the automation of risk analysis processes and decision-making; development and implementation of forecasting and monitoring systems that provide continuous real-time data analysis, enabling enterprises to respond promptly to changes in the external environment and effectively manage risks). Technological innovations in risk management not only increase the accuracy and efficiency of processes but also promote faster and more flexible responses to changes, thereby improving the resilience of food industry enterprises to economic fluctuations in crisis situations.

5. **Monitoring and Review of Strategies**

Structural Elements:

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- **Regular Audit and Monitoring:** continuous tracking and assessment of the effectiveness of implemented strategies. It allows for timely detection of changes in the risk profile and the effectiveness of adopted measures, providing the opportunity for prompt response.
 - **Feedback and Adaptation:** adjusting risk management strategies according to the obtained data and changes in the external environment.
 - **Iterative Improvement Process:** continuous refinement of strategies and approaches to risk management based on the analysis of results and new data.

6. Communication and Reporting

Structural Elements:

- **Internal Communication:** regularly informing employees about the current status of risks, their management strategies, and changes in company policy. This fosters a culture where risks are seen as an integral part of business processes.
- **External Communication:** communicating with stakeholders, including investors, regulators, and partners, regarding risk management and measures to reduce their impact, which enhances transparency of business processes and trust in business relationships with these external parties, and also supports maintaining the reputation and trust in the brand.
- **Reporting:** regular preparation of reports on risks and the effectiveness of their management for management and other stakeholders.

7. Evaluation and Improvement of the Risk Management System

Structural Elements:

- **Constant Evaluation of System Effectiveness:** analyzing the effectiveness of implemented strategies and risk management measures. Critical for understanding how effectively the enterprise manages its risks. It helps to identify areas needing improvement or adaptation.
- **Updating and Improving Processes:** implementing improvements in the risk management system based on the data and feedback received. Continuous improvement of risk management processes ensures that the system remains relevant and effective in changing conditions.
- **Implementation of Innovations:** applying innovative approaches and technologies for the enhancement of risk management not only increases its effectiveness but also provides the enterprise with a competitive advantage.

The development and implementation of such a risk management system require a comprehensive approach and a deep understanding of the specifics of the activities of food industry enterprises. This includes continuous market analysis, attention to changes in legislation, consumer demand trends, and technological innovations. Thus, enterprises can not only effectively manage

current risks but also adapt to future challenges, maintaining sustainable development and competitiveness in the market.

For each of the key structural elements of the risk management mechanism, particularly relevant for food industry enterprises, we will develop a clear algorithm for its organization in the form of a table (Tab. 1).

Table 1

Structured Risk Management Algorithm for Food Industry Enterprises

Structural Element	Step 1	Step 2	Step 3
Risk Identification	Data Collection	Data Analysis	Risk Classification
Risk Analysis and Assessment	Probability Assessment	Impact Assessment	Risk Prioritization
Development of Risk Management Strategies	Strategy Formulation	Strategy Approval	Action Plan Development
Implementation of Risk Management Strategies	Strategy Implementation	Monitoring of Execution	Adjustment and Adaptation
Monitoring and Review of Strategies	Regular Audit	Analysis of Reports and Data	Strategy Update
Communication and Reporting	Communication Planning	Implementation of Communication Strategy	Report Preparation
Evaluation and Improvement of the Risk Management System	Collection and Analysis of Feedback	Results and KPIs Evaluation	Implementation of Improvements

This table provides a systematic approach to risk management in the food industry, breaking down the process into clear and sequential steps that can be easily followed and adapted to the specifics of each enterprise.

Below is a detailed description of the structured overview of key steps and actions associated with each element of the risk management algorithm, which will facilitate understanding and implementation of this system in practice.

1. Risk Identification

Algorithm of actions:

- Data Collection:** from external and internal sources of information. Comprehensive data collection is carried out from external sources relative to the enterprise, including analysis of industry reports, economic forecasts, legislative changes, and consumer opinions. This also includes the collection of internal information, such as production data, financial reports, and feedback from employees.
- Data Analysis:** the collected data are analyzed to identify potential risks, both financial and operational. Data analysis methods are used to identify potential threats and

opportunities. The analysis is conducted to identify correlations between different factors and potential risks.

3. **Risk Classification:** risks are classified by types (financial, operational, strategic, social, etc.) and severity, which helps in planning management priorities.

2. Risk Analysis and Assessment

Algorithm of actions:

1. **Probability Assessment:** the likelihood of each risk occurrence is assessed based on the chronology of events and data from business activities and current analytical forecasts. Statistical methods and historical data are used to assess the likelihood of each identified risk.
2. **Impact Assessment:** the potential impact of each risk on the enterprise's activities is analyzed, including financial losses, operational failures, and its reputation.
3. **Risk Prioritization:** a system of priorities is developed based on a combination of probability and impact, allowing efforts to be focused on the most significant risks. Risks are ranked by their significance and potential impact to focus efforts on the most critical threats.

3. Development of Risk Management Strategies

Algorithm of actions:

1. **Strategy Formation:** specific strategies are developed for each priority risk, including plans for their prevention, minimization, or transfer.
2. **Strategy Approval:** risk management strategies are presented and approved at the highest level of company management to ensure their alignment with the overall business strategy.
3. **Action Plan Development:** a potential plan is chosen for the risk management strategy. Each strategy is accompanied by a specific action plan, including steps for implementation, resource allocation, and designation of responsible persons.

4. Implementation of Risk Management Strategies

Algorithm of actions:

1. **Strategy Implementation:** risk management strategies are integrated into the enterprise's daily activities, implemented in practice, including changes in business processes, corporate culture, staff training, and the application of new technologies.
2. **Execution Monitoring:** monitoring the implementation of action plans and the effectiveness of implemented measures. Systematic monitoring of the implementation

of risk management strategies is carried out, including tracking key performance indicators (KPI) and timely detection of deviations from plans.

3. **Adjustment and Adaptation:** corrections are made to strategies and action plans. Based on the results of monitoring and changes in the external environment, corrections are made to strategies and action plans to ensure their relevance and effectiveness.

5. Monitoring and Review of Strategies

Algorithm of actions:

1. **Regular Audit:** a regular audit of the risk management system is conducted to assess its current effectiveness and compliance with current needs and external changes.
2. **Analysis of Reports and Data:** collected data and reports are regularly analyzed to assess the current state of risks, the effectiveness of implemented measures, and risk management strategies.
3. **Strategy Update:** Based on the results of the audit and data analysis, risk management strategies are reviewed, updated, and adapted to current conditions to reflect changes in the external and internal environment of the enterprise.

6. Communication and Reporting

Algorithm of actions:

1. **Communication Planning:** development and implementation of a comprehensive communication plan aimed at informing employees and external stakeholders about risk management policy, current risk status, and measures taken.
2. **Communication Strategy Implementation:** active involvement of employees and external parties to exchange information about the risk management system. Involvement of external parties through regular meetings, seminars, trainings to ensure awareness and involvement of employees in the risk management process.
3. **Report Preparation:** regular compilation, development, and dissemination of reports on the state of risks, their management effectiveness, and the implementation of strategies among management, employees, and external stakeholders.

7. Evaluation and Improvement of the Risk Management System

Algorithm of actions:

1. **Collection and Analysis of Feedback:** active collection of feedback from all participants in the risk management process (employees, customers, and other stakeholders) to get an idea of the system's operation and perception of its effectiveness.

2. **Evaluation of Results and KPIs:** regular measurement and analysis of key performance indicators (KPIs) of the risk management system to assess its effectiveness.
3. **Making Improvements:** based on data analysis and feedback, improvements are made to the risk management system to enhance its effectiveness, including process optimization and the introduction of new approaches and technologies.

These action algorithms provide a systematic and structured approach to risk management in food industry enterprises, enabling them not only to mitigate the impact of current economic crises but also to strengthen their resilience to future threats and maintain competitiveness in the market.

A key aspect of each of these algorithms is their dynamism and adaptability, allowing enterprises to respond quickly to changing conditions and effectively manage potential risks. It is important to emphasize that these algorithms should be regularly reviewed and updated to reflect current market trends, technological innovations, and legislative changes.

Such a comprehensive approach to risk management enables food industry enterprises not only to minimize potential losses but also to use threats as opportunities for improving business processes and increasing overall efficiency.

CONCLUSIONS. Based on the information in this study, we can suggest the following recommendations for risk management in the food industry:

1. **Comprehensive Approach to Risk Identification:** enterprises should develop multi-level systems to identify both external and internal risks. This includes monitoring market trends, political situations, environmental changes, and operational processes.
2. **Development of Flexible Risk Management Strategies:** strategies should be adaptive and capable of rapid modification in response to changing environments. They should cover various scenarios and include action plans for each potential risk.
3. **Integration of Technologies and Data Analysis:** use of modern technologies and analytical tools for accurate forecasting and risk assessment. This aids in making informed decisions and developing effective management strategies.
4. **Enhancing Risk Management Culture:** establishing a corporate culture that recognizes the importance of risk management. This involves regular training of employees, increasing their awareness, and involving them in the risk management process.

5. **Regular Monitoring and Assessment of System Effectiveness:** establishing procedures for regular monitoring and assessment of the effectiveness of measures taken. This allows for the timely identification of ineffective strategies and necessary adjustments.

6. **Open Communication and Reporting:** maintaining an open line of communication with stakeholders and regularly providing reports on the state of risks and measures taken.

7. **Continuous Improvement and Innovation:** constantly seeking new approaches and technologies to improve the risk management system. This includes integrating innovations and continuously adapting to new challenges and market conditions.

These recommendations will help food industry enterprises create an effective and sustainable risk management system, capable of reducing the impact of economic crises and maintaining stable business development.

The practical implementation of this system provides food industry enterprises not only with tools for effective management of known risks but also creates a foundation for innovative development, supporting their competitiveness and sustainable growth. The integration of advanced technologies and analytical methods, combined with enhancing the culture of risk management and active employee involvement, opens up new perspectives for flexible and adaptive management in conditions of uncertainty and change.

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