

UDC 658.7:658.8:005

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INTEGRATION OF RISK MANAGEMENT AND LOGISTICS MANAGEMENT IN THE SALES MANAGEMENT SYSTEM OF ENTERPRISES

ІНТЕГРАЦІЯ РИЗИК-МЕНЕДЖМЕНТУ ТА ЛОГІСТИЧНОГО МЕНЕДЖМЕНТУ В СИСТЕМІ УПРАВЛІННЯ ЗБУТОМ ПІДПРИЄМСТВ

The article examines approaches to integrating risk management and logistics management within the sales management system of enterprises, aimed at improving the efficiency of supply chain management, reducing logistical and commercial risks, optimizing product distribution processes, and ensuring stable enterprise operations in a competitive environment. The focus is on the use of marketing mix tools to enhance the effectiveness of product distribution and minimize logistical and commercial risks. An integrated model for developing a marketing strategy is proposed, which takes into account the specifics of sales activities and risk management, allowing optimization of supply chains and ensuring the stability of enterprise operations in a competitive environment. The practical significance of the model lies in a comprehensive approach to sales planning and risk management, contributing to increased resilience and competitiveness of enterprises.

Keywords: logistics management, marketing strategy, risk management, enterprises, sales management.

У статті розглянуто питання інтеграції ризик-менеджменту та логістичного менеджменту у системі управління збутом підприємств, що зумовлено багаторівневою природою сучасних збутових процесів. Встановлено, що ефективно управління можливе лише за умови одночасного контролю стратегічних (ринкових і маркетингових) та операційних (логістичних) ризиків, розглядаючи їх як єдину систему. Акцент зроблено на використанні інструментів маркетингового комплексу для підвищення ефективності реалізації продукції, мінімізації логістичних та комерційних ризиків, а також оптимізації управління ланцюгами поставок. Запропоновано інтегровану модель формування маркетингової стратегії, яка враховує специфіку збутової діяльності та управління ризиками. Модель дозволяє системно оцінювати ризики на всіх рівнях діяльності підприємства, виділяючи найбільш ризиковані напрями, серед яких особливе місце посідає збутова діяльність, що підтверджується результатами проведеного дослідження. Вона спрямована на забезпечення стабільності функціонування підприємств у конкурентному середовищі, підвищення їх стійкості та конкурентоспроможності, а також на оптимізацію процесів реалізації продукції і планування ресурсів. Розроблена модель інтеграції ризик-менеджменту та логістичного менеджменту дозволяє підприємствам розглядати ризики як єдину систему та приймати збалансовані рішення на всіх рівнях управління. Такий підхід сприяє більш повному врахуванню взаємозалежності стратегічних та операційних процесів, що забезпечує комплексне управління збутовою діяльністю та підвищення ефективності функціонування підприємств у конкурентному середовищі. Комплексний підхід до інтеграції ризик-менеджменту та логістики в управлінні збутом дає можливість підприємствам



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одночасно підвищувати ефективність маркетингової стратегії, мінімізувати ризики та забезпечувати адаптивність до змін ринкової кон'юнктури. Запропоновані підходи дозвлять оптимізувати внутрішню систему управління ризиками та планування збутової діяльності на підприємствах різних галузей.

Ключові слова: логістичний менеджмент, маркетингова стратегія, ризик-менеджмент, підприємства, управління збутом.

Formulation of the problem. The specificity of market relations lies in the fact that commodity producers and enterprises in various industries are significantly influenced by fluctuations in market conditions. At the same time, their activities have not only economic but also social significance, as the level of provision of goods and services to the population directly depends on effective demand and the efficiency of distribution channels. This necessitates higher requirements for the organization of sales management system, which must be flexible, adaptive, and risk-oriented. In the current conditions of an unstable market environment, supply chain disruptions, demand fluctuations, and increasing competition, enterprises face a heightened level of sales-related risks that affect the timeliness of deliveries, cost levels, and the quality of customer service. At the same time, logistics processes often do not fully take risk factors into account, while risk management systems are not integrated into the operational activities of sales. This necessitates the development of a comprehensive approach to sales management, which involves aligning logistics decisions with mechanisms for identifying, assessing, and mitigating risks, thereby enhancing the resilience of enterprises to external challenges, optimizing costs, and ensuring the uninterrupted satisfaction of consumer demand.

Analysis of recent research and publications. The issues of logistics risks and their management have been studied by both domestic and foreign scholars, including M. Friedman, J. Schumpeter, I. Balabanov [1], V.V. Vitlinsky, P.I. Verchenko, V.M. Granaturov, M.V. Tersky, G.V. Chernova, A. I. Chaikina [6], O.L. Ustenko, and N.V. Khokhlov. Among Ukrainian researchers specializing in the problems of risks in the logistics sector and sales systems, notable contributions were made by I.I. Osypchuk, S.O. Kravets, T.P. Naidu, L.S. Lyashchenko, V.I. Sereda, and Y.I. Kopylenko, which contributed to the development of the theory of logistics risk management under modern market conditions.

Despite a significant number of scientific publications devoted to general economic risks, issue related to the effective management of risks specifically in logistics and sales requires further in-depth study. This determines the relevance and significance of the research topic.

Formulation of the purpose of the article. The aim of the article is to investigate approaches to integrating risk management with logistics management within the enterprise sales management system in order to improve supply chain management efficiency, reduce logistical and commercial risks, optimize product distribution processes, and ensure the stability of enterprise operations in a competitive environment.

Presentation of the main material. Under modern conditions of an oligopolistic market structure and intensified competition, enterprises are forced to adopt complex managerial decisions that take into account the uncertainty and dynamism of the external environment. This particularly concerns logistics processes, which directly affect the timeliness of product delivery, the level of customer service, and consequently the effectiveness of sales activities. Any disruptions in logistics can transform into marketing risks, such as loss of customers, decreased brand trust, or reduced sales volumes.

Under such conditions, the integration of risk management with logistics management becomes a key element of the enterprise sales management system. It involves not only identifying and assessing logistical risks but also systematically considering them in the formation of sales policies, the selection of distribution channels, inventory planning, and transportation organization. The implementation of modern information technologies is also important, as they enable real-time tracking of goods movement, demand forecasting, and rapid responses to market changes.

Furthermore, the effectiveness of such integration largely depends on the level of development of logistics infrastructure and the enterprise's ability to diversify risks (in particular through alternative distribution channels, partner networks, and flexible logistics solutions) [2]. Thus, the combination of risk management and logistics management contributes to increased enterprise resilience, reduced distribution and marketing risks, and the creation of competitive advantages in the long term.

Logistical and market risks are formed under the influence of a wide range of macroeconomic and microeconomic factors that interact continuously. In particular, changes in the balance between supply and demand may lead to fluctuations in logistics costs and the need to adjust inventory levels, thereby increasing uncertainty within supply chains. Additionally, instability in prices for raw materials and finished goods affects not only overall enterprise costs but also the cost of logistics operations, including transportation and warehousing services. Geopolitical factors also play an important role, as they may complicate delivery routes, alter transportation conditions, or even disrupt the stability of supply, requiring an adaptive approach to logistics management [5].

Rationally organized logistics ensures the timely, uninterrupted, and economically efficient movement of products from the producer to the consumer. In turn, this determines the level of costs, the availability of goods on the market, the preservation of product quality, and the competitive position of enterprises. At the same time, the integration of logistics management with risk management approaches enables enterprises not only to respond to challenges in the external environment but also to proactively reduce potential losses and ensure stability in sales activities.

A key macroeconomic factor is market conditions, which determine the balance between supply and demand for products and directly affect the terms of their realization. At the same time, microeconomic risks are mainly associated with internal managerial shortcomings of enterprises, including errors in the formation of product, pricing, and distribution policies, as well as insufficiently effective communication support for products and commercial decisions [3].

In this context, risk should be considered as a manageable process that can be minimized through the instruments of the marketing mix (Fig. 1).

In order to reduce the negative impact of fluctuations in market conditions, enterprises should focus on diversification of production, particularly through the introduction of alternative types of products. Such an approach increases the flexibility of economic activity, strengthens its stability, and reduces losses associated with declining demand or unstable sales, ensuring a more balanced formation of revenues.

The integration of risk management and logistics management in the sales management system requires a reconsideration of the role of marketing strategy as not only a promotion tool but also a mechanism for preventing losses and instability in supply chains.

From this perspective, the marketing strategy should be supplemented with elements of logistics risk management. This involves not merely sales planning but also the systematic consideration of potential supply disruptions, fluctuations in transportation and storage costs, and factors affecting the quality of customer service. Such an approach allows enterprises not only to minimize costs but also to maintain a stable level of customer satisfaction even under conditions of uncertainty.

The implementation of these tasks occurs through a set of logistics and managerial decisions aimed at ensuring the efficient physical distribution of products. Importantly, the delivery of goods to the final consumer is viewed as part of a unified integrated process, where each stage – from warehousing to transportation – must be protected against potential risks. In practice, this means the use of flexible logistics schemes, diversification of supply channels, and the implementation of risk monitoring systems.

At the same time, risks in the sales sphere do not arise in isolation. Although they manifest themselves at the stage of product realization, their causes are often embedded in

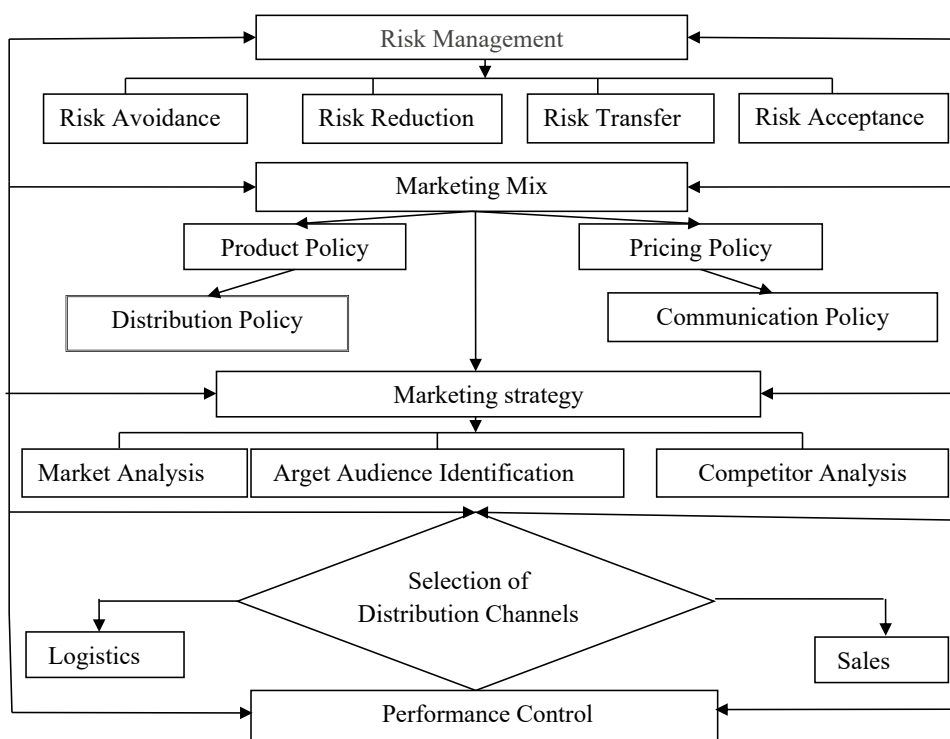


Figure 1. Integrated model for the formation of a marketing strategy considering sales activities and risk management
 Source: author's own research

the production and marketing policies of the enterprise. For example, insufficient quality control, pricing errors, or incorrect product positioning may lead to reduced demand and loss of competitive positions. As a result, the enterprise faces not only declining sales but also increasing logistics costs due to inefficient product turnover [4].

In this context, marketing risk acquires a comprehensive nature and effectively integrates sales, logistics, and strategic aspects of enterprise activity. It includes errors in selecting target markets, inefficient distribution channels, weak interaction with partners, and insufficient readiness to respond to competitors' actions. Importantly, these risks arise both under the influence of the external environment (changes in demand, competition, market instability) and due to internal shortcomings – primarily the lack of coordination between marketing and logistics.

A key element of integration is the synchronization of decisions: marketing must take into account logistics constraints, while logistics must consider the strategic goals of sales. Without this coordination, even the best marketing strategy may prove ineffective due to the inability of the supply system to support it. Therefore, modern enterprises must transition to a proactive management model, where risks are not only addressed after they occur but are forecasted and considered already at the stage of planning sales activities.

The complex system of interrelations between market, marketing, and logistical (sales) risks complicates their clear differentiation into separate categories [6]. However, identifying the key factors causing these risks makes it possible to consider them as interconnected

elements of a certain hierarchy. Such an approach allows for a more accurate assessment of potential threats and the formation of appropriate managerial decisions depending on the level of influence of each type of risk.

The sales activity of an enterprise should be considered in two complementary dimensions. On the one hand, it includes the formation of an effective distribution system, the selection of rational sales channels, as well as organizational and personnel support of the sales process. On the other hand, an important role is played by the logistics aspect, which covers the physical movement of products transportation, warehousing, and management of commodity flows. This direction forms the basis of sales logistics as a component of the overall management system.

In a broader sense, sales act as a fundamental mechanism of commodity exchange that ensures the functioning of the market and gives it practical meaning. It not only connects production with consumption but also stimulates their development. The continuous movement of goods and the exchange processes associated with it emphasize the dynamic nature of sales activity, effectively making it the central element of market infrastructure.

It is precisely because of this multi-level nature of sales that the integration of risk management with logistics becomes necessary: effective management is possible only when enterprises simultaneously control both strategic (market and marketing) and operational (logistics) risks, considering them as a unified system. The most risky areas of enterprise activity are presented in Fig. 2.

The analysis shows that modern enterprises operate under complex economic conditions and face a high level of risks in their activities. In this context, along with the need to improve internal processes and strengthen resource potential, the implementation of effective management of various types of risks becomes particularly important.

Effective organization of sales directly affects the stability of the enterprise, its financial sustainability, and its ability to operate independently. Difficulties in the sales sphere may lead to underutilization of production capacities, financial losses, and other negative consequences for business operations.

Conflicts may arise during the functioning of distribution channels and interaction with partners due to differences in approaches to product assortment, selection of distribution channels, or lack of coordination in the actions of participants. Various measures are used to minimize such contradictions, including the development of partnership relations between producers and intermediaries, the involvement of specialists in negotiations and conflict resolution, optimization of internal enterprise processes, rational distribution of market segments among channel participants, and control over the resources of all participants in the chain [1].

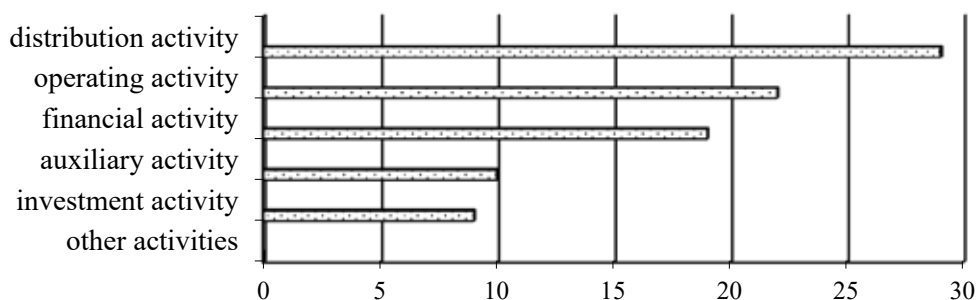


Figure 2. Risky areas of enterprise activity

Source: author's own research

Market concentration often leads to the dominance of several large companies or corporations that determine the main rules of the game. Under such conditions, smaller producers or suppliers are forced either to accept the conditions and prices set by dominant players or to seek alternative distribution channels. Dominant companies, due to their influence, also have greater opportunities to redistribute risks across other links in the business chain, which highlights the importance of effective management of distribution and logistics processes for enterprise stability.

Conclusions. The analysis of market structure and the role of dominant companies demonstrates that effective sales management becomes critically important for the stability of any enterprise. The integration of risk management and logistics management allows enterprises not only to adapt to changes in market conditions but also to minimize the negative impact of external factors on company activities. Such an integrated approach ensures a more flexible response to market challenges, optimization of distribution channels, and preservation of enterprise competitiveness.

The proposed model makes it possible to align strategic and operational decisions, improve the validity of managerial actions, and ensure synergy between marketing, logistics, and risk-oriented approaches. This, in turn, contributes to a more efficient use of enterprise resources and enhances the effectiveness of sales policy.

In addition, the most risk-prone types of activities in the field of sales have been identified and analyzed, particularly those related to inventory management, transportation, selection of distribution channels, and interaction with counterparties. It has been established that these areas require the priority implementation of risk management and monitoring tools. The generalization of the obtained results indicates that the integration of risk management into sales and logistics activities creates the preconditions for increasing enterprise resilience to uncertainty, ensures the continuity of business processes, and forms the basis for long-term development in a dynamic market environment.

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Дата надходження статті: 23.03.2026

Дата прийняття статті: 13.04.2026

Дата публікації статті: 25.06.2026