

Reputation Risk Management Companies Based on Competence Approach

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Abstract –The article substantiates the need to focus on the use of the competence-based approach in managing the reputational risks of an enterprise. The purpose of the article is to identify risk-forming factors affecting the reputation of the enterprise. The article displays a modern approach to managing the reputational risk of an enterprise, which is focused on the use of appropriate methodology and tools for competency-based approach. A scheme for assessing the reputational risks of an enterprise is proposed, which is based on a combination of five system components. Based on the study, reputational risk-forming factors are identified and specified.

Keywords – knowledge, skills, enterprise reputation matrix.

1. Introduction

Today, competence is one of the main advantages of employees in the labor market. Today, the use of the competence approach in managing the

reputational risk of an enterprise is relevant for all enterprises competing in a market economy. Skilled labor is the basis for sustainable growth of the labor market, affecting the productivity and high productivity of the enterprise. Today, we almost completely switched to information and communication technologies and devices that we did not even know about 30 years ago. The set of skills that we need to fully apply ourselves in society has changed a lot. The use of personnel skills of cognitive (literacy, ability to analytics) and “communicative” (influencing the negotiation) character in the work is associated with advanced training throughout life, which, in turn, is possible with the economic and social well-being of the enterprise.

The use of a competence-based approach in the management of an enterprise by identifying risk-forming factors will make it possible to apply knowledge and skills that affect the reputational risks of an enterprise, regardless of nationality or geographical location of the business. This decision involves, above all, the construction of appropriate methodologies and tools for assessing the competencies obtained during vocational education and training, as well as the competencies required in the workplace, namely:

✓ **system thinking.** Today, for success in work, it is not enough to own knowledge or to understand well your own “segment” of work. It is necessary to move to thinking that is able to understand the work of the enterprise as a whole, to be able to shape the work of the system from individual elements, to predict how specific changes affect the work process of the company;

✓ **interdisciplinary communication.** More and more professions and projects arise at the junction of several disciplines (areas). To solve many problems,

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we need people versed in several areas of knowledge simultaneously. They can create unexpected, unique, breakthrough solutions. This skill also allows you to learn faster, to take the best from different areas, to ensure development within your area at the expense of such a “meta-transfer”. Big Data Specialist (Big Data) in personnel management is one of the professions of the future. It will require both knowledge of mathematics, IT systems, and an understanding of key aspects of working with staff. By the way, brand management specialists of the company also work at the junction of two areas - communications and personnel management. In the future, the need for interdisciplinary approaches and solutions will only grow;

✓ **project and process management.** Project management is becoming an increasingly common approach in business, so you need to have competencies that allow you to answer not only for their work, but also the performance of certain tasks. A specialist at any level today may be in the role of a person who should be responsible for the project (and this project may not only be in the field of its professional specialization). It is unlikely that certification will be required, but an understanding of the principles, approaches and skills to put them into practice is needed by an ever wider range of employees;

✓ **work with IT systems.** If you go to work in a large company, then the skill of working in SAP will be your advantage. And this is not the only example. In the future, we need to master various IT systems that systematize our work and processes. Possession of IT systems will become mandatory as a skill to work in MS Office today;

✓ **customer focus.** An increasing number of companies are developing in employees the ability to listen and hear each other. Loyalty Indexes (Net Promoter Score, NPS), measuring the work of various units (primarily serving), have become quite common practice. A modern system administrator should be able to explain the basics of work to a “teapot” and do it correctly and efficiently. The personnel officer must quickly arrange all documents, and the accountant must provide the necessary calculations and payments. And for all this, you will need to be able not only to do it, but also to conduct negotiations at a high professional level with your internal or external client. So the emphasis on emotional intelligence is still relevant;

✓ **working with people and teamwork.** Processes become so complex that without working in a team it will be impossible to complete most tasks. Some companies have already embarked on the development of empathy and teamwork (which can include both those who “want to embrace” and much less comrades in spirit), this

direction will remain among the “leaders” of corporate training;

✓ **work in conditions of uncertainty.** And what else to expect from the VUCA (Volatility, Uncertainty, Complexity, Ambiguity) - the world? Ability to work in a situation where only changes are constant. Fortunately, representatives of generation Y have already developed this skill. Uncertainty for them is comfortable, and they easily cope with it. Well, we — X — will learn to love uncertainty and its “black swans” (a theory that considers hard-to-predict and rare events that have significant consequences);

✓ **multiculturalism and openness.** Diversity is the main trend in the world of big international business. It turned out that if you look at the problem from different positions, then the probability of finding a non-trivial solution is several times higher. But this requires openness of mind, ability to listen and hear alternative ideas, to perceive them, to be flexible. Since the best ideas can be born in different parts of the world, the team should be from different countries and cultures. You will need the ability to find a language with other people, accept them and use their capabilities to solve business problems;

✓ **mindfulness.** As Pavel Luksha, the head of the Atlas of New Professions project, said at the EdEx conference: “Awareness is the key competence of the 21st century” [1] (Luksha P., Shamenkov D., 2018). It allows you to develop the skill of reflection, to make a conscious choice, to understand the features of yourself and others. It helps to focus on the present and see the future. This competence, which makes us more efficient and, at the same time, happier, allows us to listen to ourselves and ensure balance and harmony in our own lives;

✓ **communication.** The Internet has removed the boundaries and made the economy truly global. Therefore, we will communicate with a large number of people from different parts of the globe. Modern business requires the creation of new contacts to move forward through the exchange of ideas. At the same time, we must learn to communicate our thoughts and achieve our goals at a distance, to be able to appreciate each contact and such an important “currency” of our time as attention. This competence is needed by every person in business today, and more importantly it will be in the near future [2] (Anan'eva).

2. Literature review and problem statement

For more than 30 years, business and the state have used the competence approach separately for staff selection. Recently, there has been a tendency to use the competence approach in education, training,

assessment and development of personnel. In the early 1970s, in his works [3] (McClelland, 1973), he discussed and conducted competency assessments based on individual characteristics that were recognized as significant predictors (means of prediction) of employee performance and success, where the emphasis was on testing [4] (Lucia, A. D., & Lepsinger, R. , 1999), as well as the academic knowledge of a man.

Competence-based approach is the basis for the application or use of knowledge, skills, abilities and personal characteristics for the successful performance of functional duties, solving problematic tasks [5] (Dubois, 1993). Maintained a competence-based approach, where personal qualities can be mental [4] (Lucia, A. D., & Lepsinger, R. , 1999) / intellectual [6] (Boyatzis, 1982) / cognitive, social / emotional / relative, and physical [7] (Fogg, 1999) necessary to perform the work.

Motivation and attitude to work are considered as the main elements of the successful implementation of their functional tasks [8] (Fulmer, R. M., & Conger, J. A., 2004), [9] (Gangani, N., McLean, G. N., & Braden, R. A., 2009).

Competences are specific personal qualities that “are primarily related to efficiency and / or productivity” [10] (Sandberg, 2000) of the enterprise’s work, are common to many situations, are used during the period of work on a specific enterprise [11] (Delamare Le Deist, F. & Winterton, J., 2005).

In the literature one can find a large number of authors who offer their own vision of using the competence approach in managing the reputational risks of an enterprise [12] (Beer, M. et al. , 1989), [13] (Moreno, 2014), [14] (Chiavenato, 2011).

3. Research

3.1. General features of the use of competence-based approach in managing reputation risks of an enterprise

The use of the competence-based approach in managing the reputational risks of an enterprise provides for a strategic approach in the area of developing skills aimed at improving the skills and working places of employees. It aims to develop staff skills by consistently enhancing and effectively using skills to promote economic prosperity and social cohesion of the enterprise, which is reflected in the “lifelong employment” of staff [15] (Cartaya, 2006).

Based on the experience of countries such as Austria, Italy, Korea, the Netherlands, Norway, Peru, Portugal, Slovenia and Spain, led us to innovative ways to develop and solve complex problems in the

development of competencies and skills of staff. Each country used comparative data and analyzed the policies of the OECD (Organization for Economic Cooperation and Development), which promoted cooperation within the country between relevant ministries and all interested parties - employers, trade unions, academics, and society.

It is also necessary to take into account the possibility of holding interactive seminars that help promote a common understanding among stakeholders, providing a solid basis for the transition from general diagnostics to the development and implementation of specific actions to develop a competence-based approach in personnel management that affects the reputational risks of an enterprise.

The key element of using the competence approach in managing the reputational risk of an enterprise is a common understanding of the problems facing the company. It is necessary to fully study the problem, connecting all interested parties to this dialogue; this in turn will provide an opportunity to implement the main stages, namely:

- clarify whether the problems with detailed consideration are real;
- identify obstacles, difficulties and work out solutions to eliminate them;
- create a basis for successful implementation of the model, involving in this process a business-state-science [16] (Andriushchenko, 2016).

The first stage (action phase), as a rule, includes several diagnostic workshops, in which all interested parties will participate. Seminars are based on methods based on the specifics of the business and taking into account the relevant markers.

The next stage includes several workshops for stakeholders, which focus on solving the problems in the field of skills identified during the diagnostic phase, and forming an agreement on what actions need to be taken and by whom. The activity is aimed at supporting and assisting in the promotion of the development strategy of each enterprise, taking into account their peculiarities of doing business and positioning themselves in the market.

3.2. Methodical approaches to the use of competence-based approach in managing reputation risks of an enterprise

In the study, the level of reputational risk is an indicator, the value of which characterizes the level of threat of loss for a given subject when performing a certain type of activity. In a comprehensive assessment of the level of reputational risk, it would be advisable to express it as an integral indicator. The determination of the integral indicator of the

reputational risk level of an enterprise activity is based on an assessment of the degree of risks generated by the output parameters of the variables included in it and their possible fluctuations under the influence of internal and external factors, taking into account the competence approach. The proposed technology for assessing the reputational risks of an enterprise allows for a comprehensive assessment of the reputational risks of an enterprise and is the basis for using the competence approach in personnel management affecting the company's operations.

We regard the competence-based approach that influences the company's reputation as a combination of its five system components: ethics in relations with external partners, corporate governance, the reputation of top managers, the quality of products and services, and the effectiveness of management. On the basis of the study, reputational risk-forming factors (RFIs) are identified and specified, which are systematized and the interrelationships with key elements of reputation are defined, which allows considering reputational risks.

The proposed classification of reputational risk-forming factors is based on the competences of the enterprise staff (Table 1.). This systematization of risk factors makes it possible to justify the use of a competence-based approach in personnel management affecting the company's reputational risks, which will ensure positive reputational transformations.

Table 1. Competence of staff as a factor affecting risk forming elements of an enterprise's reputation

Key components of reputation	Risk forming reputation factors	Symbols in the matrix
Management Effectiveness	1. Effectiveness of management	C₁
	1.1. Non-productive high-risk alliances and partnerships	SC_{1.1}
	1.2. Indecision of top managers, makes the target audience feel a sense of their incompetence	SC_{1.2}
	1.3. Lack of reputation risk management strategy	SC_{1.3}
	1.4. Inconsistency of enterprise management processes	SC_{1.4}
	1.5. The financial condition of the company	SC_{1.5}
Quality of service	2. Quality of services	C₂
	2.1. Uncompetitive product quality	SC_{2.1}
	2.2. Lack of response to criticism in the media and the Internet	SC_{2.2}
	2.3. Accusation of the	SC_{2.3}

	product's danger from the target audience	
	3. Reputation of top managers	C₃
Reputation of top managers	3.1. The deterioration of the reputation of the head	SC_{3.1}
	3.2. Negative attitude of the leader to ethics, corporate culture, social responsibility of business	SC_{3.2}
	3.3. Inappropriate manager actions to improve the company's reputation	SC_{3.3}
	4. Corporate governance	C₄
Corporate Governance	4.1. Low corporate culture	SC_{4.1}
	4.2. Lack of awareness of staff about possible reputational risks	SC_{4.2}
	4.3. Staff incompetence	SC_{4.3}
	5. Ethics in relations with external partners	C₅
Ethics in relations with external partners	5.1. Uncompetitive and unethical behavior of the enterprise in the market	SC_{5.1}
	5.2. Failure to comply with contractual obligations	SC_{5.2}
	5.3. Non-transparency of business, providing inaccurate information	SC_{5.3}
	5.4. Non-compliance with the requirements of general business etiquette, legal norms, partnerships	SC_{5.4}
	5.5. Dubious legality of methods of lobbying the interests of the enterprise	SC_{5.5}

Developed by the authors

Identification of reputational risk-forming factors is based on the analysis of research on information needs and the perception of stakeholders, practical cases, the strengthening of the reputational risk of enterprises [17] (Andriushchenko K., Stefanyshyn D., Sahaidak M., Tepluk M., Buchynska O., Rozmetova E., Marusei T., Levchenko Ia., Smyrnova I., Zhytomyrska T., 2018). In order to form a positive opinion about the company among the target audiences, an impact assessment tool is needed, taking into account the specific conditions of the enterprise's work for each target audience. Therefore, the next step should be to use the mechanisms of the competence approach to determine the boundaries of influence on priority target audiences in order to achieve the tactical and strategic goals of the enterprise to shape its reputation. We believe that the complex components of the reputation effectively deal with certain cognitive frameworks (contours). Then you can select from any whole its most significant components and manage them only within certain limits (synergistic influence contours - SIC),

which have a strategic influence on the components of reputation. To the synergistic impact contours (SIC), we assign the main reputational risk-forming factors of the internal and external environment, systematized in conjunction with the reputation of the enterprise (Table 1.).

The proposed model for identifying synergistic contours of interrelation with target audiences (stakeholders) allows establishing a relationship between a specific target audience and a synergistic influence contour to determine the significance and, therefore, non-consistent formation of a positive opinion in this target audience and within the process that is displayed in the control loop.

By the target audience we will understand the most important of audiences for the enterprise group to which the efforts of top management are directed through the relevant reputational risk management processes. By the synergetic contour of influence, we will mean the totality of the processes controlled by the top managers of the company, whose efforts are directed at the impact of the most important reputational risk factors. In the proposed model, the following 5 contours are highlighted:

C1 - management efficiency (strategy of the enterprise, non-productive high-risk alliances and partnerships, financial condition of the enterprise, dynamics of financial indicators, cost management policies, etc.)

C2 - the quality of products and services (inconsistency of the production process with certain conditions, accusations against the company about dangerous products from interested audiences (customers, regulatory bodies, etc.), reaction to complaints and remarks, customer perception, organization behavior in the market);

C3 - the reputation of top managers (lack of actions by the head to enhance the reputation of the enterprise, the negative attitude of the head to ethics, corporate culture, social responsibility of business, etc.);

C4 - corporate governance (low level of corporate culture, social responsibility, incompetence of staff, etc.);

C5 - ethics in relations with external partners (position and policy of informational openness and accessibility, value of an organization in a partnership, non-compliance with the requirements of common business etiquette, legal norms, partnerships, etc.).

According to surveys of interested audiences (target groups, stakeholders), a reputation matrix was compiled in which a list of risk factors was compiled, grouped into synergistic influence contours (Table 2.), which reflects the perception of the company's

reputation by various stakeholder groups. The reputation matrix is proposed for filling in to focus groups, representatives of various target groups of stakeholders (consumers, investors, employees, government, society, media) in order to determine the significance of each SIC for each group of stakeholders.

Table 2. Enterprise Reputation Matrix

Synergistic contours of influence	Target groups (stakeholders)			
	MG ₁	MG ₂		MG _n
C ₁	C ₁ MG ₁	C ₁ MG ₂		C _j MG _n
SC _{1.1}	SC _{1.1} MG ₁	SC _{1.1} MG ₂		SC _{1,k} MG _n
.....				
SC _{1.k}	SC _{1,k} MG ₁	SC _{1,k} MG ₂		SC _{1,k} MG _n
C ₂	C ₂ MG ₁	C ₂ MG ₂		C _j MG _n
SC _{2.1}	SC _{2.1} MG ₁	SC _{2.1} MG ₂		SC _{2,k} MG _n
.....				
SC _{2.k}	SC _{2,k} MG ₁	SC _{2,k} MG ₂		SC _{2,k} MG _n
.....				
C _i	C _j MG ₁	C _j MG ₂		C _j MG _n
SC _{ik}	SC _{jk} MG ₁	SC _{jk} MG ₂		SC _{1,k} MG _n

Developed by the authors

In Tab. 3., C_i - synergistic influence contours; SC_{i.k} - risk forming factors of reputation, systematized into synergistic influence contours; M_{Gn} - target groups (stakeholders).

Evaluation (SC_{1.k}M_{Gn}) occurs for each component of the contour C_i. And the value of C_i is calculated as the arithmetic average of the components of this circuit.

When filling the reputation matrix, it is proposed to use the Delphi method, which is most appropriate under the given conditions, since the information needs of the target groups of stakeholders are interconnected, and take into account the estimates of other groups.

This method allows you to take into account the independent opinion of all members of the expert group on the subject under discussion by consistently combining ideas, conclusions and proposals and agree. The method is based on multiple anonymous group interviews. The Delphi method allows you to adjust the opinions of experts after the announcement of the results of the responses of other groups.

3.3. *The results of studies of indicators of the use of a competence-based approach in personnel management that affect the reputational risks of an enterprise*

In our study, using the competence approach, we define six target audiences that can reach most stakeholders in order to manage the reputational risk of an enterprise: consumers, investors, employees, government, society, the media. The higher the degree of mutual involvement in a business partner, the higher the level of reputational correlation, hence the need to assess the reputational risks that arise in relations between an enterprise and its stakeholders.

For the purpose of objective interpretation of the results obtained during surveys, it is considered necessary to conduct in-depth interviews and focus groups with respondents to determine their motivation and avoid errors.

The reputation of the matrix forms the basis for calculating the integral indicator of the level of reputational risk, which makes it possible to assess the level of significance of each SIC. Building a reputation matrix will reveal the strengths and weaknesses in the formation of reputation for each group of stakeholders. The strength of the risks is in harming the reputation of the enterprise, which is determined according to the expert survey of interested audiences, using the method of rating assessments. The expert group, according to the proposed assessment scale (0 points - does not generate risks, 10 - can generate very significant reputational risks) fills the reputational matrix, putting the corresponding points. The expert assigns a specific score to each component of hard currency depending on the strength of the impact. The result of the study is a formed reputational matrix.

The next step is to calculate the sum of points for all components of each hard currency for each group of stakeholders and to determine the average arithmetic point for each hard currency for each group of stakeholders.

Thus, using the data of the enterprise's reputation matrix, built on the basis of the method of expert assessments, weighting characteristics of risk-forming reputation factors for each synergistic impact contour (C_i) are determined through a priori ranking of options.

The calculation of the integral indicator of the level of reputational risks is carried out using regression analysis. Regression analysis is a method of establishing an analytical expression of a stochastic relationship between the studied characteristics. The regression equation shows how, on average, j changes as one of x_i changes.

The calculated value of the effective factor is presented in formula (1).

$$RR = a + C_1x_{1j} + C_2x_{2j} + \dots + kix_{ij}, \quad (1)$$

where C_i is the assessment of the significance of this indicator in the contour (reputation matrix of the enterprise);

x_i is the value of reputational risk in the i -th circuit (determined by an expert way);

a is the free coefficient.

An expert assessment is also used to determine the indicator X_i , for which a matrix of assessment of reputational risk values has been developed.

In determining the value of reputational risk, experts should be representatives of the enterprise itself, on whose data reputation risk is assessed. To this end, it is proposed to form focus groups and conduct a study of expert opinions through questionnaires. The list of questions and criteria for scoring proposed in the questionnaire was developed on the basis of studying and comparative analysis of the international practice of implementing reputational risks of corporate structures, as well as additional motivational factors of cooperation.

The use of terms in the matrix "some compliance", "compliance in general", "full compliance" is due to the processes, methods and description of the procedures. These terms are used in the matrix of risk values and within this framework we categorize all the available information about the enterprise.

Some compliance - risk assessment is high and associated with various factors, for example, very little information about the company to draw conclusions about the processes, methods and procedures for risk management are not supported by positive developments, a high degree of damage to the reputation of the enterprise is manifested. Compliance in general - a clear description of the processes that are controlled in the circuit. There are some examples of using processes in practice. There is little quantitative information on the effectiveness of the processes within the framework of the contour under study, for example, how regular is the management of the processes of forming a positive opinion about the enterprise in the contour. Enterprise managers receive timely and reliable risk reports, in the amounts needed to make effective decisions and review risk management practices.

Full compliance - there is not only the risk management business processes, but also specific examples of the effectiveness of these processes. Risk assessment of this value can be expressed as follows. Risks are identified and evaluated on an ongoing basis. Risk management procedures are described, developed and implemented.

There is an assessment of the effectiveness and the existence of procedures for the interrelation of the needs of interested parties. Risk management is

based on developing a strategy to prevent their occurrence. Constant monitoring of the reputation strategy is carried out. This model allows you to visually identify strong positions aimed at improving in each circuit Ci.

At the next stage, the values of the integral indicator of the level of reputational risk are interpreted according to the developed scale. On the basis of which the assessment and formation of a conclusion on the conduct of the company's reputational strategy with the development of specific measures aimed at adjusting the level of reputational risk will be made. Thus, for further effective personnel management on the basis of the competence-based approach affecting the reputational risks of an enterprise, the formation of a rating scale for reputational risks, Table 5., should become an important step.

It should be noted that the choice of the size scale, provided it is correctly applied, does not affect the subjectivity of the assessment of reputational risks. Rationing component "probability". Choosing a probability value is one of the most difficult tasks in assessing risks in general, and reputational risks in particular. It is at this stage that discussions arise, disputes and false conclusions.

Table 3. Characteristics of reputation risk computers by 6-point scale based on competency-based approach

Risk level	Probability of occurrence	Level characteristic
Minor	practically impossible	The company has a high reputation, no doubt in the target audiences
Moderate	occasionally	The company controls the situation and the perception of its target audiences.
Average	are possible	When building a strategy, reputation risks are not taken into account. The company has some difficulties in managing reputation risks
Critical	periodically	The company responds to negative consequences for reputation after the fact. The reputation risk management activity of the enterprise is inefficient, because it is carried out only when problems arise.
Boundary	almost inevitable	In the framework of reputational risk management, there are poorly developed procedures for dealing with unforeseen situations

		or are absent. Low product quality due to the use of outdated technology. Lack of quality control.
Invalid	is always	The company does not understand the expectations of customers / partners, as a result of which it does not fulfill its obligations. Top-management of the company forms a negative attitude towards ethics and corporate culture, social responsibility of business; unethical and fraudulent actions of middle and lower level employees.

Developed by the authors

Table 3. provides an interpretation of the values of the reputational risk scale. For example, it is very difficult to choose a probability value between "from time to time" and "possible" without analyzing the available facts and knowledge about the nature of the variability of the object of risk assessment. Moreover, in order to preserve the probability value after the assessment, it is necessary to ensure the effectiveness of the system for managing deviations and changes, and to establish a statistical process control. It is very important to have clear criteria and a clear interpretation for each value of the probability scale. So the formation of clear boundaries (criteria) for assigning the value of the integral indicator of the level of reputational risk to unacceptable, marginal, critical, moderate, moderate and insignificant is based on a study based on expert assessments (Table 4.).

Table 4. Interpretation of the values of the integral indicator of the enterprise's reputational risk based on the competence approach

The value of the integral indicator of reputational risk	Risk level	Level characteristic
Up to 0.1	Minor	The company has a high reputation, no doubt in the target audiences
From 0.1 to 0.3	Moderate	The company controls the situation and the perception of its target audiences.
From 0.3 to 0.5	Average	When building a strategy, reputation risks are not taken into account. The company has some difficulties in managing reputation risks
From 0.5 to 0.7	Critical	The company responds to negative consequences for

		reputation after the fact. The reputation risk management activity of the enterprise is low effective because it is carried out only when problems arise.
From 0.7 to 0.8	Boundary	In the framework of reputational risk management, there are poorly developed procedures for dealing with unforeseen situations or are absent. Low quality products due to the use of outdated technology. Lack of quality control.
From 0.8 to 1	Invalid	The company does not understand the expectations of customers / partners as a result of which it does not fulfill its obligations. Top management creates a negative attitude to ethics and corporate culture, corporate social responsibility unethical and fraudulent actions of the middle and lower-level managers.

Developed by the authors

The data sources are annual quality reviews in the business development model conducted by the European Foundation for Quality Management (EFQM) and annual reputation and reputation risk studies conducted by the international consulting company Reputation Institute. The analysis of the conducted research allowed to accumulate the obtained results and determine the threshold values of the critical value of the integral indicator of reputational risk (Table 4.).

The program of the enterprise should be aimed at the formation, implementation and monitoring of measures that help reduce risks in those contours where the target value is exceeded and the level of risk maintenance and actual reputational risks are within target values. Despite the variety of stages in the construction of risk management systems, the main ones can be identified: identifying the sources and causes of risks, identifying risks, assessing risks, choosing methods to influence risks, applying selected methods, monitoring and adjusting management results.

4. Conclusion

The main scientific and practical results of the study led to the following conclusions:

1. On the basis of the conducted research, the influence of the competence-based approach on the management of reputational risks of an enterprise is definite. Identified are the risk factors that enable the use of knowledge and skills affecting the reputational risks of the enterprise. These conclusions are based primarily on the use of appropriate methodology and tools for assessing the competencies gained during vocational education and training. The competencies necessary in the workplace were defined, namely: systems thinking, interdisciplinary communication ability, project and process management, work with IT systems, customer focus, team focus, ability to work in conditions of uncertainty, multiculturalism and openness.

2. Developed is a structural-logical scheme for assessing the reputational risks of an enterprise, which is based on a combination of its five system components: ethics in relations with external partners, corporate governance, the reputation of top managers, the quality of products and services, and management efficiency. Based on the study, reputational risk-forming factors that are systematized are identified and specified. The relationship between key elements of reputation is defined, which allows considering reputational risks for each management process separately.

3. Based on the results of surveys of interested audiences (stakeholders), it was proposed to compile a reputation matrix — a list of risk factors was compiled grouped into synergistic influence contours, which reflects the perception of the company's reputation by various stakeholder groups. The reputation matrix is proposed for filling in to focus groups, representatives of various target groups of stakeholders (consumers, investors, employees, state authorities, society, media). The main purpose of using the reputation matrix is to determine the significance of each synergistic impact contour for each group of stakeholders. Using data from the enterprise's reputation matrix, built on the basis of a method of expert assessments through a priori ranking of options, the weight characteristics of risk-forming reputation factors for each synergetic impact contour are determined. When determining the value of reputational risk, experts should be representatives of the enterprise itself, where the reputation risk is assessed.

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