

Identify key stakeholders: Identify the key stakeholders of the organisation, such as customers, employees, suppliers, communities and regulators. Understand their needs and expectations regarding social responsibility.

Adopt international standards: Consider adopting international social responsibility standards and frameworks, such as the ISO 26000 guidelines. These standards can provide a structured approach to social responsibility practices.

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INVESTMENT RISK ANALYSIS OF TRANSNATIONAL PROJECTS BASED ON BSC THEORY

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***Summary.** For an investor, it is crucial to choose from a wide range of investment projects with low risk in order to maximise profits. How to choose the best investment projects is a big problem for decision makers. Using BSC to evaluate the investment risk of the candidate investment projects, to find out the project with the lowest risk coefficient, to provide a theoretical decision-making basis for investment decision makers when investing in the project.*

First, clearly define the project's key metrics and objectives, including financial, customer, internal process, and learning and growth. Ensure that these metrics and objectives are relevant to the risks of the project.

A BSC analysis is conducted on the companies in which the investment candidates are located based on the criteria of four factors: financial, customer, internal operation and learning and growth, from which the projects with a better balance of the four factors are selected. The financial factor mainly considers the unit cost of a certain type of product, expense reduction rate, and sales growth rate; the customer factor mainly considers after-sales customer satisfaction, product return rate, and defective rate per million products; the internal operation factor mainly considers the speed of business innovation compared with the market cycle, the on-time delivery rate, the efficiency of the production cycle, the quality conformity rate, and the ratio of using computer system to process business; learning and growth factor mainly considers the timeliness of the relevant training. The learning and growth factor considers the timeliness and quality of training, training costs as a percentage of sales, and employee productivity.

Correlate project risks to individual BSC metrics. Potential impacts of risks on individual indicators are identified. Based on the results of the risk assessment, develop appropriate risk management strategies. This may include risk mitigation plans, contingency plans, insurance strategies, etc. Regularly monitor project progress and risk profile to ensure the effectiveness of the risk management strategy.

Make adjustments and improvements as needed. Developing a risk management strategy is a dynamic process that needs to be continuously updated and improved to adapt to new risks and changing circumstances. This helps organisations to better protect themselves, mitigate risks and ensure the continued stability of the business.

By using the BSC, the project management team can integrate different aspects of the project, including financials, customers, internal processes and learning and growth, to better assess and manage risks in multinational projects.

УДК 796

以互联网传播为媒介对摇篮本的设计分析
——衍生中白交互文创产品设计与线上传播推广的灵感

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Summary. This article draws on the design concept of "Incunable", designs a series of creative cultural and creative products through the integration of the cultures of China and Belarus, and disseminates them through online social software to realize online interconnected cultural communication in the context of the "Belt and Road".

在这个互联网的“快餐”时代，大众早已被四面八方的不同流行文化所包围，国家及民族传统文化在时代的进步中逐渐被娱乐及流量所裹挟，精美的艺术设计只不过是“快餐式”文化下的无趣边缘化产品，固在进行设计的过程中如何有效嫁接互联网进行“破圈”式传播成为了本文的思考重点。

摇篮本，英文名称为“Incunable”。它统一的风格，复杂的制作工艺，冗杂的插图，个性的文字，可带给现代设计许多灵感和反思，也给艺术的延伸文创产品制作带来启发。

本次设计以中白传统文化以及“摇篮本”文化为切入点，运用现代设计的理论与方法进行元素提炼与整合，将传统图案元素文化与当代互联网时代生活进行高度融合，通过互联网平台的自由性与快速传播的特点发起设计交互活动，将单一的欣赏艺术过程变更为可进行交互的艺术设计过程。

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