

MODERN MANAGEMENT

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METHODICAL APPROACH TO THE FORMATION OF THE MECHANISM OF CRISIS MANAGEMENT AT THE ENTERPRISE IN THE CONDITIONS OF TRANSFORMATION PROCESSES

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In any society as a whole socio-economic system, its individual areas or links from time to time there are crisis phenomena that threaten the existence of the system itself. In Ukraine, with the transition to the market, the conditions for disruption of enterprises have objectively developed. Despite the fact that companies are gradually emerging from the crisis, this process needs to be accelerated. The main way of survival of the enterprise in such conditions is anti-crisis management, which should be based on timely diagnosis of the level and causes of the crisis and the implementation of adequate anti-crisis development programs.

The question of studying the mechanisms of overcoming the crisis of economic entities and crisis management is the attention of many scientists, among which should be singled out Blank I.O., Van Horn J.K., Vasylenko V.O., Irtyshcheva I., Karaim M.M., Minakov S., Mechlap F., Semenov G.A., Sukhomlin L.E., Harvard J., Shtangret A.M., Yaroshchevska O.V. and others [1; 3; 5; 6]. However, the development of effective mechanisms for crisis management of the enterprise in an unstable economic environment and the deepening of the economic crisis is an urgent scientific task that requires careful and in-depth study.

The purpose of the study is to theoretically substantiate and develop practical recommendations for the formation of an effective mechanism for crisis management at the enterprise in market conditions.

In the most general definition, the mechanism is understood as the internal structure, the system of something, as well as the set of states and processes that make up a phenomenon [4, p. 22].

Representatives of the Ukrainian scientific school believe that the mechanism of crisis management should be understood as a set of tools and methods of influencing the object of management – crisis phenomena [3, p. 39]. The mechanism of crisis management in the economic system is a set of conceptual, methodological and software tools that allow to model options for making decisions; develop tools for their analysis and implementation, which increases their validity and reduces the risk of implementation [6, p. 53].

It should be noted that the main principles on which the mechanism of anti-crisis management of the enterprise should be based are the following: reliance on anti-crisis consciousness of staff, understanding the negative consequences and deepening of the crisis for all subjects of the anti-crisis process; anti-crisis motivation, the essence of which is the predominant use of motivational tools aimed at solving crisis problems; multivariate development of possible anti-crisis procedures taking into account the uncertainty factor; realism, when in assessing the crisis situation must be based on objective reality [5, p. 162].

In our opinion, an effective mechanism of anti-crisis management of the enterprise in the economic crisis should be formed in stages and provide the following sequence of actions:

1. Diagnosis of crisis phenomena and the threat of bankruptcy. At this stage it is necessary to carry out a comprehensive analysis of the results of economic and financial activities and property status of the enterprise, as well as qualitative indicators of its activities.

2. Defining the purpose and objectives of crisis management. The results of the diagnosis will make it possible to determine the depth of the crisis that has gripped of the enterprise, and therefore to determine the purpose and objectives of the crisis management mechanism. Depending on the depth of the crisis, such tasks may be: bringing the company out of legal bankruptcy; prevention of bankruptcy; localization of crisis

phenomena; financial stabilization; prevention of recurrence of the crisis [1, p. 247].

3. Identification of subjects of anti-crisis activities that will take responsibility for the development and implementation of anti-crisis procedures and implementation of anti-crisis program of enterprise development. It should be noted that problematic, according to the author, is the development of measures to bring the enterprise out of crisis by the same person (or team of managers), whose activities or inactions led to its emergence. Therefore, the successful normalization of activities is possible with the replacement of senior management or by involving in the development of anti-crisis program for the development of young middle management. Since the effectiveness of this work is largely determined by the experience and professionalism of the invited specialists, their search and involvement in cooperation is a necessary step in the formation of the mechanism of crisis management at the enterprise.

4. Assessment of time constraints of the crisis management process. It should be noted that the time constraints of anti-crisis procedures are determined by the intensity of the crisis and the existing bankruptcy proceedings.

5. Assessment of the resource potential of the enterprise in the process of crisis management. Assessing the resource potential of the enterprise in the process of crisis management, it is necessary to pay attention to such characteristics as: adequacy of resources; their flexibility and adaptability; prospects of resource potential.

6. Development of anti-crisis program of enterprise development. The author proposes to develop a functional part of the anti-crisis program of enterprise development [2, p. 125]. This program will be a detailed set of anti-crisis measures to be implemented in practice, and its content and structure should be determined by the results of the diagnosis, the purpose of crisis management and its time and resource constraints.

7. Implementation of the anti-crisis program of enterprise development and control over its implementation.

8. Adoption of corrective measures (if necessary), as well as the development and implementation of preventive measures to prevent a recurrence of the economic crisis in the enterprise in the future.

The recommended author's version of the anti-crisis program of enterprise development is shown in Table 1.

Table 1

Recommended anti-crisis program of enterprise development

Tasks facing employees	Actions and measures necessary for their implementation	Responsible performers	Deadlines	Required resources
1. Introduction of a modern system of anti-crisis financial management	Formation and adoption of cost estimates for the implementation of financial policy of the enterprise.	General Director, Head of Finance Department, Chief Accountant	5–6 weeks	8–10% of the total budget estimate
2. Formation of modern organizational support of the anti-crisis financial management system	View the staffing schedule of the enterprise. View job descriptions for functional performers. Staff training. Changing the organizational structure of management at the enterprise.	Head of Human Resources, Head of Finance Department, General Director	1–2 weeks (2 times a year)	5–7% of the total budget estimate
3. Revival of business activity of the enterprise	Expansion of product markets. Review of the pricing policy of the enterprise. Providing discounts to potential buyers. Participation in the implementation of joint investment projects. Participation in the work of commodity exchanges.	Financial Manager, Head of Finance Department, Chief Accountant, General Director	2–3 months	17–20% of the budget of the anti-crisis development program

Table 1 (continued)

Tasks facing employees	Actions and measures necessary for their implementation	Responsible performers	Deadlines	Required resources
4. Restoration of solvency and liquidity of the enterprise	Refusal to use illiquid assets. Active work with debtors to restructure their debt. Application of the mechanism of factoring operations. Review of marketing, sales and assortment policy of the enterprise.	Financial Manager, Head of Finance Department, Chief Accountant, Head of Marketing Department, General Director	3–4 months	20% of the budget of the anti-crisis development program
5. Formalization of anti-crisis measures	Adoption of an anti-crisis development program. Empowerment of the financial manager for anti-crisis issues of enterprise development. Advanced training in crisis management. Referrals for training specialists.	Financial Manager, Head of Human Resources, General Director	1 week	4–5% of the budget of the anti-crisis development program

Source: developed by the author

Thus, the proposed sequence of formation of an effective mechanism of anti-crisis management will contribute to the implementation of anti-crisis program of enterprise development, strengthening its competitive advantages to overcome the effects of the economic crisis and enter a new trajectory of economic growth. The study of key elements of the mechanism of crisis management of the enterprise involves the application of a systematic approach and the implementation of further research in this area.

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