

ENTERPRISE ECONOMICS AND CORPORATE GOVERNANCE: MODERNIZATION OF BUSINESS PROCESSES

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DOI: <https://doi.org/10.30525/978-9934-26-306-4-11>

ANTI-CRISIS MANAGEMENT OF AN AGRICULTURAL ENTERPRISE

To ensure sustainable functioning and development of agro-industrial enterprises, it is necessary to carry out analysis, forecasting and planning of their activities, which will ensure not only the formation of new prospects for development, but also make it possible to prevent a crisis situation. The foregoing determines the relevance and practical importance of substantiating the theoretical aspects of the development and research of anti-crisis measures for agro-industrial enterprises.

Enterprises in the conditions of a market economy are constantly faced with a high degree of uncertainty of the development of events and the same unexpected influence of the external environment on them. Timely diagnosis of the causes of future crises is gaining more and more importance [1].

Stable development of enterprises in the agricultural sector is possible under the condition of protection of the subjects of activity at all stages of its existence, and also depends on the influence of many factors. They are specific for each business entity, act systematically, while increasing the negative impact on business activity. According to the factors of the crisis, there are objective (natural), caused by a change in the phases of the life cycle of the enterprise, as well as situational, determined by external and internal circumstances.

The crisis arises in the presence of a number of factors, both economic, organizational and social. The influence of factors on the macro- and micro-scale causes the formation of phenomena that negatively affect the

activities of economic entities. Unfortunately, the consequences of negative factors cannot be eliminated at enterprises through self-regulation, so managerial decisions are necessary.

In scientific studies, there is no unified understanding of the essence of the term «anti-crisis management». Note that the systemic approach is the most popular among researchers to reveal the essence of crisis management.

Anti-crisis management is a complex system of business management and is aimed at preventing or eliminating adverse events for business, using the full potential of modern management, developing and implementing a special program of a strategic nature, which allows «eliminating temporary difficulties, maintaining and improving the company's position on the market under any circumstances, mainly using own resources» [2].

Anti-crisis management is defined as a system of corporate management that has a complex and systemic nature and is aimed at preventing and eliminating adverse phenomena for the enterprise. On its basis, it is expedient to carry out development and implementation, measures of a strategic nature, which make it possible to eliminate temporary obstacles, preserve and expand market positions [3]. The framework of anti-crisis management, they offer to understand the system of management actions and decisions related to the possibility of achieving strategic and operational goals of the enterprise, focusing on the prevention of crisis situations, timely diagnosis and concentration on predictable events – liquidation, negative consequences, prevention of bankruptcy, creation of conditions for financial improvement in order to minimize losses and effective development of the economic entity under proper conditions of functioning of the environment [4].

Anti-crisis management means a special, permanently organized management aimed at identifying the signs of a crisis as soon as possible and creating conditions for their rapid overcoming in order to restore the profitability of the enterprise and prevent the occurrence of bankruptcy [5].

Anti-crisis management is understood in science as a set of methods, techniques and forms of management in crisis situations. Therefore, a number of scientists believe that anti-crisis management is reduced to the use of specific methods and techniques of financial management, which allow to ensure the stable functioning of the enterprise based on the management of external and internal risks to prevent and overcome the financial crisis [6].

Thus, anti-crisis management of an enterprise is a complex system of management actions aimed at achieving sustainable functioning of a

production and trading enterprise, with the aim of predicting a crisis in current and future activities, developing and protecting against crises.

The existence of problems related to economic development in the country makes it necessary to develop a complex of anti-crisis measures regarding the negative impact of an unstable environment on Ukrainian agribusiness. In addition, anti-crisis activity should be carried out continuously as a subsystem of the general functioning of agro-industrial enterprises, especially in today's conditions.

Table 1

**Causes of the crisis of agricultural enterprises
and measures to overcome it**

Causes of the crisis	Measures to overcome them
1. Severing economic ties	<ul style="list-style-type: none"> - search for new markets for raw materials; - conclusion of contracts on favorable terms; - improvement of the quality of the raw materials used.
2. Declining solvent demand, increasing competition	<ul style="list-style-type: none"> - creation of a quality management system. Implementation of a quality system based on ISO 9000 standards; - organization of systematic work on creation of new types of products and improvement of existing ones.
3. Outdated equipment, technologies	<ul style="list-style-type: none"> - development of a target program of technical re-equipment; significant investments in the technical re-equipment of the enterprise.
4. Lack of investment	<ul style="list-style-type: none"> - development of an investment policy based on a well-founded strategy; - strict control of the process of formation of sources of investment portfolio, efficiency of investments.

Source: formed by the authors

Having studied the theoretical aspects of the anti-crisis activity of agro-industrial enterprises, we present the main tasks of their implementation:

- carry out constant monitoring of the external and internal environment of the company;
- development of measures to reduce the external vulnerability of the company's socio-economic system;
- forecasting the prospects of the crisis in the company;
- strengthening the internal flexibility of company management in a crisis situation;
- development of preliminary plans for anti-crisis management methods;

- urgent initiation of practical anti-crisis measures planned in case of a crisis situation;

- managing the process of exiting the crisis and liquidating losses.

We summarized the main causes of crisis phenomena in agricultural enterprises and measures to overcome them (Table 1).

It can be noted that the methods used by most enterprises to get out of the crisis are insufficient and it is necessary to develop new priority directions as soon as possible.

Anti-crisis management should be carried out in stages, providing for a sequence of actions.

At the first stage of work using special methods and research methods, it is necessary:

- conduct a comprehensive analysis of the results of the enterprise's economic and financial activity, the dynamics of the main indicators of activity (volume of production, income, expenses, profit, assets and capital, as well as profitability, liquidity, turnover of business, financial stability of the company);

- determine the size, structure and maturity of external financial obligations;

- to determine the main causes of the emergence and deepening of the enterprise development crisis;

- to assess the scope and possible consequences of the further aggravation of the crisis and the duration of the insolvency situation;

- assess the company's internal capabilities for localization and overcoming crisis phenomena.

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