

# Implementation of Anti-Crisis Management in the Context of Ensuring Sustainable Development of the Enterprise

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## ABSTRACT

At the present stage of development of our state, there is an increase in problems in the functioning of enterprises. Deteriorating political and economic instability only exacerbates already existing problems. Enterprises suffer from a lack of funding from investors, legislative and economic restrictions on functioning created by our state, more and more cases arise when banks refuse to lend to enterprises in this area, the interest in working at enterprise of professionally qualified personnel is declining, and the like. An element of the anti-crisis management system is the state anti-crisis management, which can become one of the instruments for resolving regional challenges. All this and a number of other problems are bringing enterprises closer to the formation of a financial crisis.

**Keywords:** *anti-crisis management, enterprise, sustainable, management, crisis.*

## 1. INTRODUCTION

Challenges and crises are widespread; they arise in any system and any spheres of society. Scientists and practitioners use means and methods of anti-crisis management to resolve and overcome these negative phenomena. An element of the anti-crisis management system is the state anti-crisis management, which can become one of the instruments for resolving regional challenges. Therefore, it is relevant to study and substantiate the basic theoretical foundations of state (including regional) anti-crisis management in the context of responding to regional challenges.

One of the most pressing problems is the survival of enterprises in the context of the global economic crisis. The study of this problem in Ukraine and abroad indicates that crisis situations are becoming more frequent and covering an ever-increasing scale. Under such conditions, developing countries are the most vulnerable, since the crisis covers the most important resources: economic, technological, financial, labour and many others. Given these circumstances, enterprises and organizations must be adapted and ready for anti-crisis activities.

Market mechanisms of functioning of the economy of any state are cyclical. The economic results of each enterprise are formed under the influence of these macroeconomic fluctuations, and also depend on the action of many internal factors. Ensuring sustainable and harmonious economic growth of the Ukrainian economy makes the issue of organizing countering crisis phenomena and the revival of the normal course of functioning of the main link of the economy - enterprises of various forms of ownership and forms of management extremely urgent, requires the development and implementation of anti-crisis management in practice.

The high likelihood of the emergence and development of a crisis in the course of the activity of any enterprise predetermines the need for specialized anti-crisis management, which is aimed at overcoming crisis phenomena, based on the systematic, situational and process approaches.

In any society, as in an integral socio-economic system, from time to time there are crisis processes that threaten the existence of the system itself. The most important role in this situation is played by overcoming the crisis state at enterprises, which form the primary link of the national economy. In countries with developed

market economies, anti-crisis management is an integral element of the enterprise management system, it is a system of measures aimed at preventing crisis situations, and if they arise, developing measures to overcome the crisis and eliminate the consequences of the enterprise. In this regard, timely identification of the causes of a future crisis situation is becoming increasingly important.

The main internal root cause of the development of the crisis at the enterprise is errors in management, as well as insufficiently effective and timely response to unfavorable external factors. In addition, internal causes have their direct sources in the enterprise environment and are associated with high risk in marketing strategy, internal conflicts, shortcomings in the organization of production, imperfection of innovation and investment policies [1-3].

An effective enterprise management system is the main aspect in dealing with crisis situations. Anti-crisis management is aimed at the timely identification of crisis phenomena and the creation of appropriate methods and measures for their elimination in order to ensure successful business activities and prevent the bankruptcy of the company.

It should be noted that the financial crisis is not a "simple" problem, and its consequences can not only damage the company, but also lead to a lethal outcome. Therefore, the opposition must be appropriate. Such an "answer" can be provided by effective anti-crisis management.

Crisis management has been studied for years and changed its original form, adapting to modern realities. The emergence of new views on its interpretation only brought more theoretical uncertainty, and because of this, the practical part of its application suffered.

Today there are a large number of interpretations of the concept of "anti-crisis management". Each scientist sees this concept in his own way.

Some authors believe that anti-crisis management is a process that should prevent (or avoid) the onset of a crisis situation.

The system of anti-crisis management of an enterprise is such a system of enterprise management in which all decisions are aimed at counteracting crisis phenomena, preventing a financial crisis and ensuring sustainable development, taking into account the specifics of the industry.

## **2. ACCOUNTING AND ANALYTICAL SUPPORT OF THE PROCESS OF FORMATION AND IMPLEMENTATION OF ANTI-CRISIS MANAGEMENT OF THE ENTERPRISE**

A crisis is an extreme aggravation of contradictions in the socio-economic system, threatening its viability in

the environment; this is a turning point in the functioning of any system, during which it is exposed to external and internal influences, which requires a qualitatively new response on its part. The crisis destroys the stability of the system, while radically renewing it.

A stable state and a crisis act as constant antagonisms in the development of any system, while the cleansing power of the crisis is needed by the system for an equally stable existence. These two sides (crisis and stability) cannot exist without each other, this is a kind of law of unity and struggle of opposites (since without struggle there is no development).

So, a crisis (with a broad view of it) is also needed by a system that is developing as a stable state. The crisis should be viewed as a turning point in the development of the system, giving scope for a new round of economic changes.

The subjects of anti-crisis management can be:

- the owner of the enterprise;
- financial director;
- functional anti-crisis manager;
- specialists of state and departmental bodies;
- an arbitration manager;
- a representative of creditors.

The object of anti-crisis management is the factors that cause the emergence and deepening of the crisis of enterprise development.

The subject of anti-crisis management is the causes of the crisis, its causes, problems, that is, all manifestations of the aggravation of contradictions that pose a threat of the emergence and development of the crisis.

The initial stage in the formation of an anti-crisis management system at an enterprise is the awareness of the need for this management. There are two reasons for this: when the first manifestations of the financial crisis appeared, or for constant functioning in order to prevent it. The decision to introduce an anti-crisis management system is made by the management of the enterprise [4-6].

The next step is to determine the main goal with which the anti-crisis management is formed at the enterprise. Based on a specific goal of the formation of anti-crisis management, tasks are formed to achieve it and the timing of their implementation.

Also, a set of priority goals are established. The objectives of anti-crisis management at an enterprise should be considered as: strategic and operational. Achieving strategic goals through the implementation of the set operational goals presupposes the stepwise formation of priority goals of anti-crisis management at the enterprise.

To achieve the set goals, the anti-crisis management must fulfill the following main tasks:

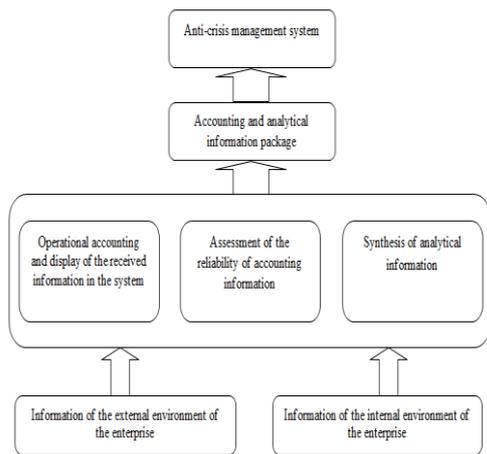
1. Promptly carry out the main measures to diagnose the entire financial condition of the enterprise in order to predict the financial crisis and effective liquidation.
2. Maintaining and preventing the decrease in the financial stability and solvency of the enterprise.
3. Implementation of measures to prevent a decrease in the volume of own funds and an increase in borrowed funds, in order to avoid the financial problems that could lead to a financial crisis.
4. Application of anti-crisis measures aimed at minimizing the negative consequences caused by the financial crisis at the enterprise.

An important place in the formation and implementation of anti-crisis management is occupied by effective accounting and analytical support, which allow to make more balanced and specific anti-crisis decisions.

Accounting and analytical support of the anti-crisis financial management system can offer two types of information: accounting and analytical [7-10].

At the legislative level, it is indicated that accounting information is information about the state, structure and movement of the organization's property and the sources of its formation, business processes and the results of the financial and production - economic activities of the organization. That is, it covers all these parts of the enterprise, in which signs of a financial crisis may appear.

The process of information support of the enterprise anti-crisis management system through the accounting and analytical system is shown in Figure 1.



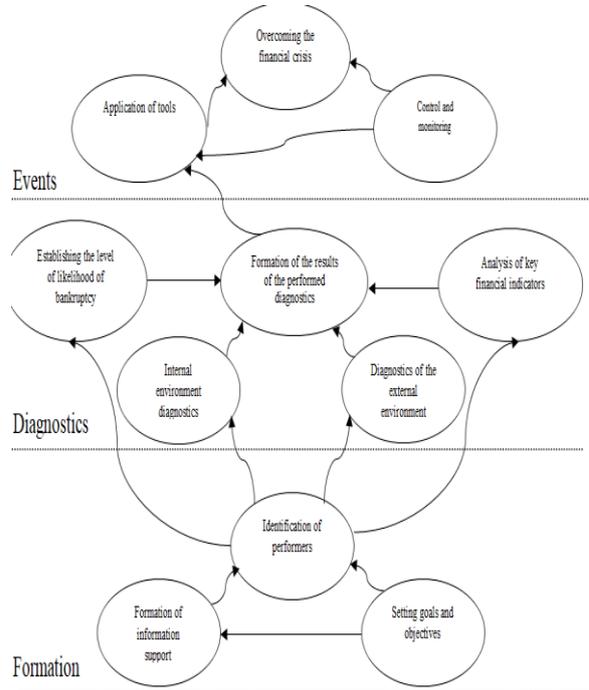
**Figure 1** Accounting and analytical support of the process of formation and implementation of anti-crisis management of the enterprise

The priority of sources of accounting and analytical support is formed depending on the specifics and goals pursued by the enterprise. That is, anti-crisis

management can use accounting and analytical support at the enterprise as flexibly as possible [11-13].

### **3. STRATEGIC MAP OF THE FORMATION AND IMPLEMENTATION OF THE ANTI-CRISIS MANAGEMENT SYSTEM AT A ENTERPRISE**

The key process in the formation and implementation of anti-crisis management should be diagnostics of the financial condition, which connects the initial process of formation of the anti-crisis management system with the stage of implementation of measures. It is the results of diagnosing the financial condition of an enterprise for signs of a financial crisis that determine the need for anti-crisis management (Figure 2).

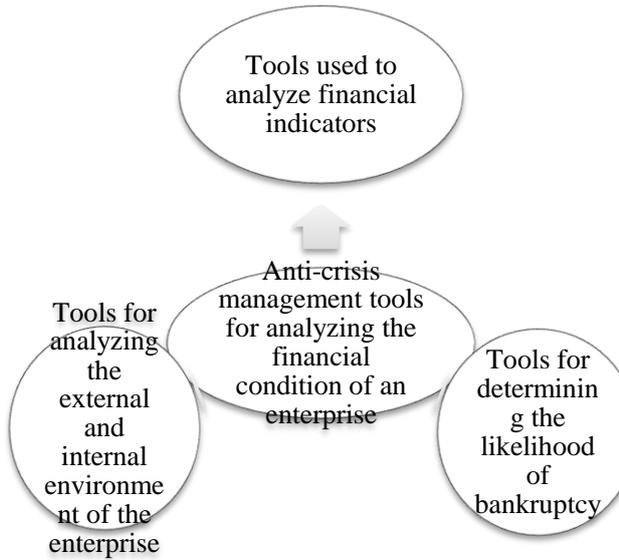


**Figure 2** Strategic map of the formation and implementation of the anti-crisis management system at the enterprise

Conventionally, anti-crisis financial management tools used to analyze and diagnose the financial condition of an enterprise can be divided into three blocks (Figure 3).

Let's consider each of the proposed blocks in more detail:

1. Tools used to analyze financial indicators. The calculation of such indicators as: liquidity for the availability of funds to repay liabilities; profitability to determine the level of profitability / loss ratio; business activity to determine the efficiency of resource use; financial stability to determine the level of financial stability or instability; the like.



**Figure 3** Complex scheme of anti-crisis management tools for analyzing the financial condition of an enterprise

2. Tools for determining the likelihood of bankruptcy. To determine the likelihood of bankruptcy, the bankruptcy forecasting models proposed by foreign and domestic scientists are used (Altman's, Lis's model, Beaver's coefficient, etc.). But, unfortunately, today a big problem is the effectiveness of their use in enterprises.

3. Tools for analyzing the external and internal environment of the enterprise. The most popular tools for analyzing the external and internal environment of enterprise functioning include: SWOT -; SNW and PEST analysis.

Based on the results of the analysis and diagnostics of the financial condition of the enterprise, it is established whether there is a need for anti-crisis measures or not. If there is such a need, then a plan of anti-crisis measures is formed, which is part of the anti-crisis program.

The anti-crisis program is a document of an internal nature of use, which describes a list of planned anti-crisis measures to take the enterprise out of a crisis state.

An anti-crisis program should include the following elements:

1. A detailed description of the reasons for the formation of the financial crisis, and the current stage of its course at the enterprise.
2. The target parameters of the anti-crisis process are described in detail.
3. List of previously justified anti-crisis measures.
4. Formation of a budget for financing the anti-crisis program (it is necessary to indicate possible additional costs).

5. Proposing measures for the operation of the enterprise in the context of the implementation of the anti-crisis program.

6. Methods of monitoring the progress of the implementation of the anti-crisis program at the enterprise.

The anti-crisis program specifies the main instruments that will be used to overcome the financial crisis at the enterprise. These include: restructuring; reengineering; reorganization; risk - management.

To date, the process of forming an anti-crisis management system at Ukrainian enterprises is not ideal and has a number of disadvantages:

1. There is no clear understanding of the essence of anti-crisis management.
2. There are problems of coordination of actions in the implementation of the fight against the signs of the financial crisis.
3. Ignoring the manifestations of crisis-creating factors in the early stages.
4. There is no proper legislative support for the proper implementation of anti-crisis policy at the enterprise level.

In order to eliminate the shortcomings identified by us, there is a need to implement the following measures:

1. To bring the existing system of anti-crisis management into the general process of enterprise management, while ensuring the creation of appropriate new documentation that would describe the general process of enterprise management in the context of the implementation of anti-crisis policy.
2. Introduce on an ongoing basis and apply, if necessary, a methodology for diagnosing the level of the company's financial crisis.
4. To develop new elements for the mechanism of ensuring anti-crisis management of the enterprise, which will meet the modern realities of the functioning of this industry.
5. The legal support of the functioning of domestic enterprises by creating the correct legal basis for the formation and implementation of anti-crisis policy at the enterprise level has been completed.

**4. CONCLUSIONS**

Thus, the analysis of the process of formation of anti-crisis management at the enterprise allows us to conclude that this process is complex and requires close attention of both the scientific community and the management of enterprises. For its formation, it is very important to clearly define goals, objectives and deadlines.

Separately, it is worth highlighting the sequence of implementation of the anti-crisis management process at enterprises. It must have a proper information base in the form of accounting and analytical support. When implementing anti-crisis management, it is necessary to take into account the psychological consequences that may occur after the onset of the financial crisis. Therefore, the management and top managers of the enterprise must always be prepared for any consequences of the financial crisis.

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