

# ECONOMICS AND BUSINESS ADMINISTRATION (according to the economic activity types)

UDC 65.014.2: 016.1

JEL H12

## DESIGN OF THE ANTI-CRISIS MANAGEMENT SERVICE OF THE ENTERPRISE

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*Стаття отримана редакцією 08.02.2019 р.*

*The article was received by editorial board on 08.02.2019*

**Introduction.** The relevance of the research topic is that the deepening of market relations and ensuring the implementation of the course for sustainable economic growth of the state's economy makes it extremely important to organize opposition to economic and political crisis phenomena in the activities of enterprises and revive their normal functioning. The necessity of introducing crisis management at enterprises as a permanent component of the general economic mechanism, aimed at preventing and overcoming the development of crisis subsidence, is designated.

Anti-crisis management is a management of the state of corporate resources (capital, personnel, information and technology, technology and equipment, rights) and entrepreneurial capabilities, which guarantees their most efficient use for the stable functioning and dynamic scientific, technical and social development, prevention internal and external negative influences (threats, crises) [3, p.65].

**Analysis of recent researches and publications.** The analysis of recent publications shows that the following modern scientists have devoted their research to the problems of crisis management of the enterprise: V. Vasylenko, I. Volkova, Yu. Havrylenko, L. Lyhonenko, E. Korotkov, S. Ivaniuta, E. Kozlov, L. Karas, H. Osovskaya, O. Osovskiy, A. Pokropyvnyi, F. Khmil and others. Much of the researchers point to the need to create a department for crisis management, but most scholars draw attention to the need to implement an anti-crisis management service of the enterprise, which will have main departments within its structure [4, 5]; some – on the need to introduce in the organizational structure of the enterprise only specialists in crisis management without the creation of certain departments [1, 2, 3].

**The aim of the research.** The purpose of the study is to synthesize methodological approaches to the organizational design of the anti-crisis management service at domestic enterprises and to develop recommendations for its implementation in order to prevent the

emergence of crisis situations and company crises in the unstable market conditions of the economy and restore the company's ability to self-organize. In our opinion, the creation of a specific structure of crisis management should depend on the volume of activity and size of the enterprise and the phases of the crisis: easy, deep, catastrophe.

However, the issue of organizational design of the company's anti-crisis management services and the mechanism for its functional provision remain insufficiently investigated.

**The main material.** The organizational approach to the creation of a crisis management service (CMS) requires management of modern enterprises to adhere to the following principles:

- functional integration and coordination of the actions of responsible specialists of the main departments of the management of the enterprise;

- a combination of centralization and decentralization of management, horizontal and vertical links, allowing more efficient and rapid involvement of management personnel in the development and implementation of anti-crisis measures;

- professionalism based on experience of work, organizational skills, initiative, creative approach to making non-standard decisions in the conditions of limited information and time, high responsibility for the given task, ability to work in a team, moral and ethical qualities of specialists;

- responsibility for the consequences of unreasonable managerial decisions on the adoption and implementation of the anti-crisis strategy.

The necessity of creating an CMS in enterprises affected by the crisis is due to the following reasons:

- presence of an object, research tasks and methodological basis for its carrying out;

- quite large and functionally diversified sphere of occurrence of crisis phenomena in the enterprise (finance, marketing, production, personnel, etc.), which require system management [1. p.165].

The head of the company's CMS should then clearly identify all the functional components, taking into account their role, and the specifics of the localization of crisis phenomena, their elimination and ensuring the stable management of the enterprise.

The main purpose of the creation of the CMS is to ensure the stability of the operation and achievement of the main objective of the activity for each entity, since its level of security depends on how effective the management and the employees of the CMS will be able to avoid potential threats, crises and eliminate the harmful the consequences of certain negative phenomena caused by the influence of factors of the external and internal environment, to guarantee its stable and maximally effective functioning in modern conditions and to ensure high potential of an enterprise development in the future.

The main task of creating an CMS in an enterprise is to provide the necessary proportion in anti-crisis measures, which should be manifested in the coherence of the functional duties of specialists who are part of such a service.

After analyzing a large number of theories of theorists and practitioners, we determine that the main functions of the CMS specialists of the enterprise should be:

- substantiated analysis of indicators of economic activity of the enterprise;

- income planning and definition of cash flow paths to ensure the company's anti-crisis development;

- development of measures for crisis management, namely: definition of the mission of the enterprise in the conditions of crisis, development of anti-crisis development strategy;

- ensuring high efficiency of management and production personnel of the enterprise;

- support of financial stability and independence of the enterprise;

- increase of labor productivity and development of a program of social measures for material and moral stimulation of personnel in conditions of crisis deployment;

- achievement of a high level of personnel qualification and its intellectual potential,

- carrying out of sanatorium measures of the enterprise in case of their financial insolvency;

- improvement of the quality and competitiveness of the company's products on the market;

- ensuring technological independence and achieving high technical potential of competitiveness;

- achievement of high efficiency of management due to optimal and effective organizational structure of enterprise management;

- high-quality legal protection of all aspects of the enterprise's activity;
- ensuring the protection of the information field of the enterprise, commercial secrecy and achieving the necessary level of information security of all units of the enterprise.

The main and functional objectives determine the formation of the necessary structural elements and the overall organizational structure of the enterprise crisis management.

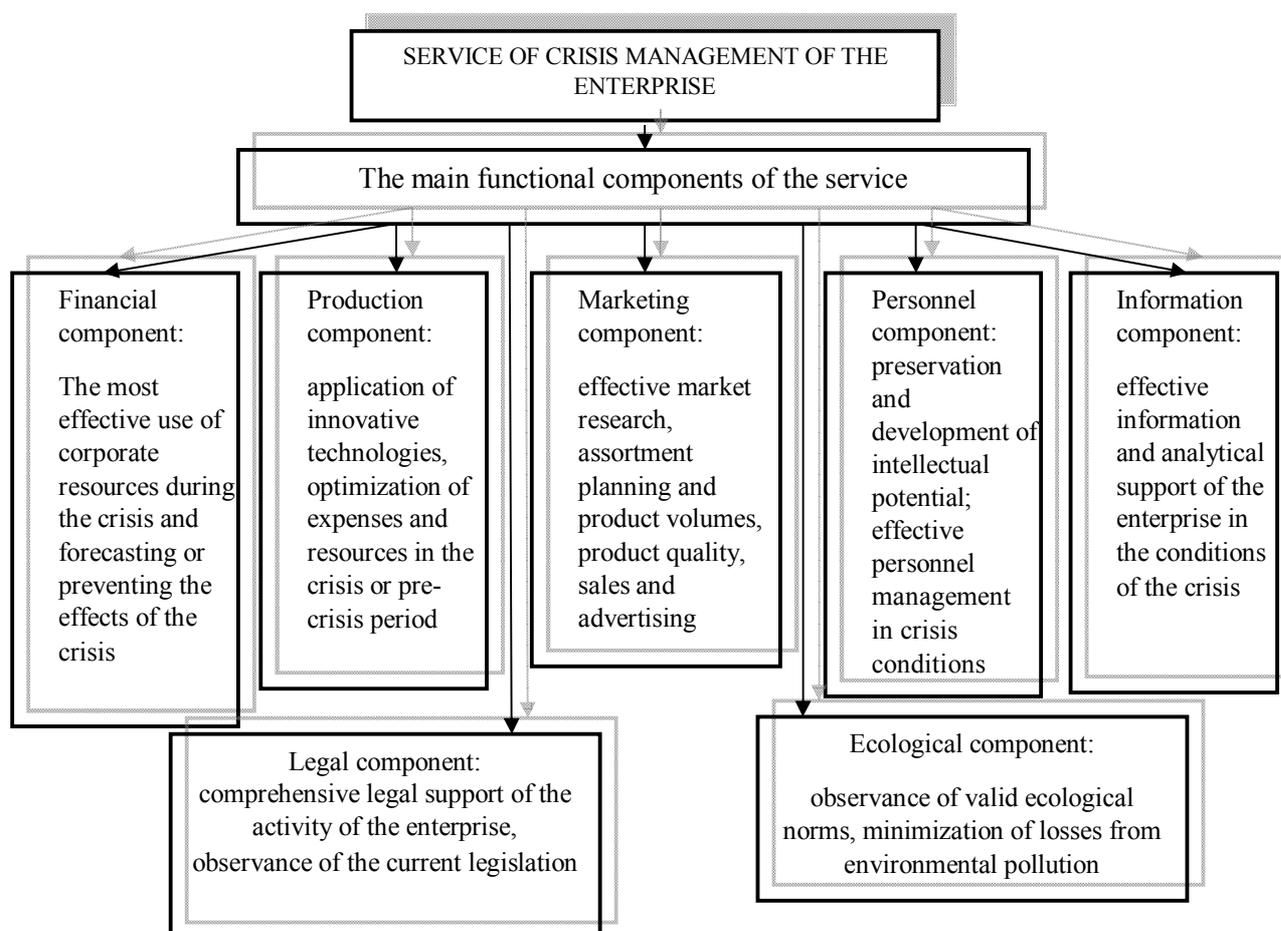
Under such conditions a very important task for the management of the company should be the formation of a CMS.

For this reason we recommend that the management of domestic enterprises use several approaches to the formation of CMS:

- CMS is a separate functional unit in the management of the enterprise, where specialists of certain departments of the service perform functions of warning of crisis phenomena;
- it is not possible to create a certain structural subdivision at the enterprise (due to lack of financial resources) and therefore all functions of crisis management are performed by specialists of certain existing departments of the management apparatus in case of such necessity by integrating their activities to liquidate the crisis;
- to invite specialists of the relevant consulting firms: (arbitration manager, specialist in crisis management (independent external expert) who deal with the problems of crisis management and work under contract, to diagnose the crisis and prevent crisis phenomena that have arisen or may occur in a particular enterprise.

The typical structure of the functional components of the CMS of the enterprise with a brief description of their essence is depicted in Fig. 1.

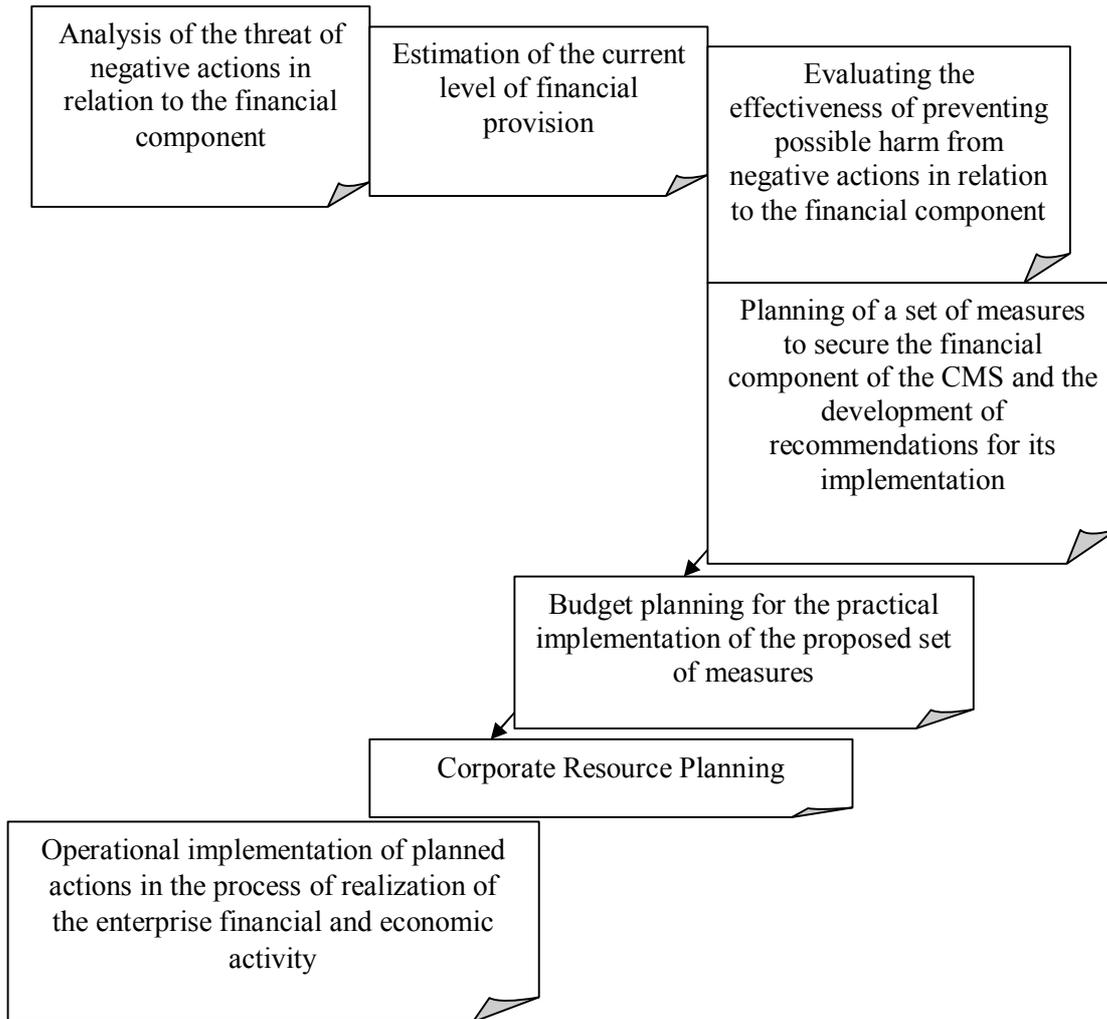
Only in the presence of these functional components of the CMS will be able to develop and prevent anti-crisis measures and provide for the improvement of the enterprise.



**Fig.1. Typical list of functional components of crisis management of the enterprise**

It is advisable to dwell on a more complete description of each component of the company's CMS (Fig. 2). Among the functional components of the CMS the financial component is considered to be a leading and decisive factor, since financial resources are the basis for the exit of the enterprise from the state of crisis in the market conditions.

In the process of assessing the current level of financial accountability, the companies are subject to analysis: financial statements and performance of the enterprise – solvency, financial independence, structure and use of capital and profit; the competitive position of the company on the market, that is, the market share owned by the entity; the level of existing production technology and management; securities market – operators and investors of securities, share price [4, p. 301].



**Fig. 2. A typical scheme of the tasks of the financial component of the CMS of enterprises**

The main types of activities, directions on the functional components of the service of crisis management of the enterprise, we will consider in the Table 1.

Thus, the proposed for implementation in the overall management structure of the enterprise service of crisis management must always be ready to overcome the critical (crisis) situation that may arise due to a conflict of interest and influence factors of enterprise internal and external environment.

Table 1

## Main types of activity of the crisis management service of the enterprise

Type of activity	Direction of activity	Functional components
Ensuring physical and moral security of the personnel	The protection of employees, the collection of information and preventive actions to prevent the threat of their safety	Information component Personnel component
Guarantee of security of property and capital of the enterprise	Protection of property (buildings, structures, equipment, transport) Transportation protection Property insurance and risks Ensuring investment security	Financial component
Security of the information enterprise	Protection against industrial espionage Gathering information about the external business environment	Production component Information and analytical component
Ensuring a favorable external environment	Preventive actions to prevent threats Working with the public and the press Lobbying policy	Senior management of the enterprise and anti-crisis management service

The proper level of anti-crisis measures depends to a large extent on the staff of the CMS, their mentality, intelligence, professionalism, organizational skills. The personnel component of the company's CMS should cover interrelated and, at the same time, separate areas of activity:

the first one is focused on work with the personnel in order to increase the efficiency of all categories of personnel in conditions of a pre-crisis situation or a crisis;

the second one is aimed at preserving and developing the intellectual potential of personnel, that is, the totality of intellectual property rights or its use, and the replenishment of knowledge on crisis management, professional experience of staff [2, p. 83-84].

The typical structure of the personnel department is represented by specialists who are part of the company's CMS (Picture 3).

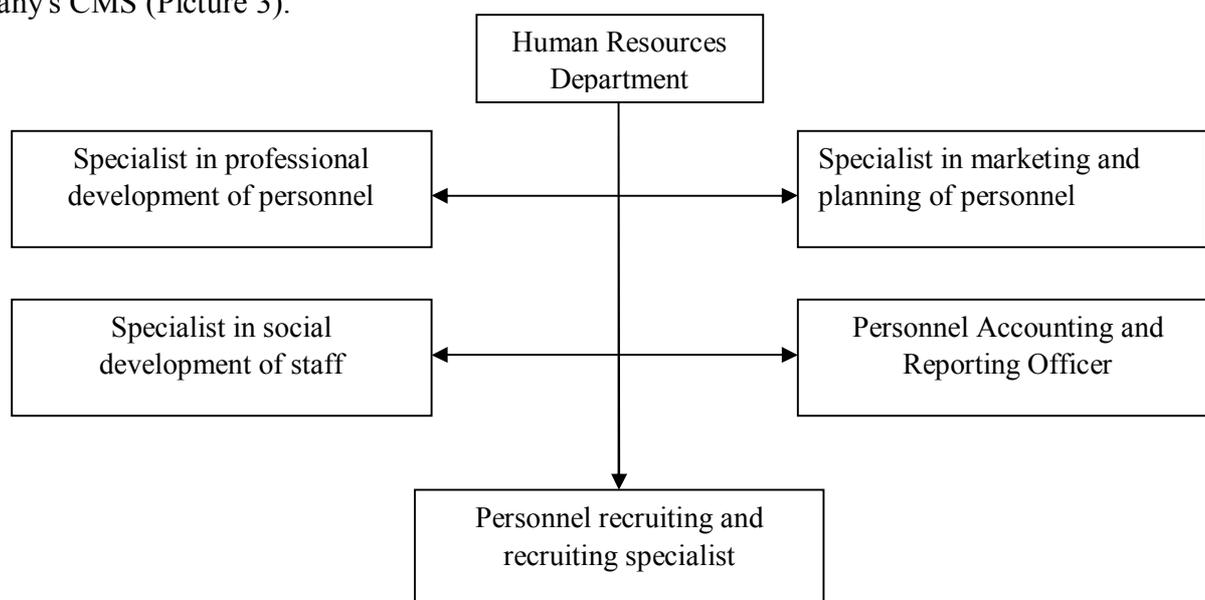


Fig. 3. Typical structure of the personnel department of the enterprise

The process of production (technical and technological) warehouse CMS, as a rule, should involve the implementation of several successive stages [4, p.703].

The first stage covers the analysis of the technology market in relation to the production of a similar profile of the enterprise; analysis of scientific and technical information regarding new developments in this field, as well as technologies capable of intervening in the sectoral technological market.

The second stage – an analysis of specific technological processes and the search for internal reserves to improve the technology used.

In the third stage: analysis of commodity markets according to the profile of products manufactured by the enterprise and the markets of substitutes; estimation of prospects of development of enterprise production markets; forecasting of the possible specificity of the necessary technological processes for the production of competitive goods.

The fourth stage is devoted mainly to the development of a technological strategy for enterprise development, which should include:

- identification of promising goods, manufactured or sold by its nomenclature, assortment;
- planning of a complex of technologies for the production of perspective commodity positions;
- budgeting of technological development of the enterprise on the basis of optimization of expenses under the program of technological development, for the choice of alternatives, working out of own developments or acquisition of patents and necessary equipment on the market;
- development of a general plan for the technological development of the enterprise reflecting the choice of an alternative variant of technological development of terms and amounts of financing; responsible executors;
- drawing up a plan of own R & D in accordance with the plan of technological development of the enterprise.

At the fifth stage, the plans for the technological development of the enterprise in the process of implementation of its production and economic activity are implemented promptly.

The sixth stage is the final one, which analyzes the results of the practical implementation of measures for the production (technical and technological) component of the CMS on the basis of a special chart of the effectiveness of such implementation of such measures.

The marketing component is important for the production process of Enterprise' CMS, whose specialists performed such functions [5, p. 604]:

- study of consumers' demand for goods and services;
- planning of the range of products;
- control over the quality of goods or services;
- procurement of raw materials and resources;
- sales and distribution of products by market segments;
- sales promotion and others.

The overall process of managing the legal component of the CMS should be based on a typical scheme that would cover the following organizational and economic activities: analysis of the threats of negative influences; assessment of the current level of legal provision; Planning a set of measures aimed at raising this level; operational realization of the proposed set of measures for the organization of an adequate legal level of safety of personnel and enterprises.

First of all, in detail the threats of internal and external negative influences on the legal component of the company's CMS and the reasons for their occurrence [6, pp. 405–408]. The main reasons for the occurrence of internal negative influences on the legal component of CMS can be:

- a) low qualification of the employees of the legal department of the relevant economic entity and mistakes in recruiting staff;
- b) insufficient financing of legal support of activity;
- c) the reluctance or inability of the personnel to actively influence the external legal environment of his activity.

The causes of external negative influences on the legal basis are mostly of a double nature:

1) political: collision of interests of social groups (layers) of the population with economic, national, religious and other motives; military conflicts; economic and political blockade, embargo; financial and political crises of an international character;

2) legislative and legal: the exercise of their own political and other goals by the parties in power; change of the provisions of the current legislation on property, economic and labor law, taxation, etc.

As you can see, the company's CMS in crisis situations in the country and the company performs specific specific functions of crisis management, which collectively characterize the process of creating and protecting the information component of the CMS. These include:

collecting all kinds of information related to the definition and prevention of crisis factors in the enterprise's activity;

analysis of the received information with the obligatory observance of the generally accepted principles and methods of work organization;

forecasting trends in the development of scientific and technological, economic and political processes in the enterprise, as well as indicators that need to be achieved by the business entity;

assessment of the level of crises by all components and in general, the development of recommendations for the prevention or elimination of the consequences of the crisis in the enterprise and other functions for the development of information components.

**Conclusion.** The problem of protecting the environmental safety of enterprises from economic entities engaged in industrial and commercial activities can only be solved through the development and careful observance of national, international norms of the minimum permissible content of harmful substances that enter the environment, as well as compliance with environmental parameters of products, which is made.

Producer companies will not voluntarily do this because such measures require additional costs for wastewater treatment plants and related efficient clean technologies. The only factor that prompts enterprises to properly greening production is the use of tangible fines for violating the national environmental legislation of Ukraine. Studies have shown that the plan for the provision of the environmental component is part of the overall anti-crisis concept of the enterprise, which looks like a logical scenario of the implementation of the necessary set of measures in a calendar sequence, with the addition of the calculation of the effectiveness of the practical implementation of these measures.

Thus, the proposed crisis management or crisis management service, which we are proposing to introduce, must always be ready to overcome, which may arise due to the collision of the interests of the owners of the enterprises in the market and the influence of the factors of the internal and external environment.

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UDC 65.014.2: 016.1

JEL H12

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**Арзуманян Аліна Сергіївна**. Полтавський національний технічний університету імені Юрія Кондратюка. **Проектування служби антикризового управління підприємством.** Поглиблення ринкових відносин і забезпечення реалізації курсу на стійке економічне зростання економіки держави робить надзвичайно актуальною проблему організації протидії економічним і політичним кризовим явищам в діяльності підприємств і відродження їх нормального функціонування та потребує впровадження на підприємствах антикризового управління як постійно діючої складової загального господарського механізму, що спрямовано на запобігання та подолання кризових явищ у діяльність підприємства. На думку авторів, створення певної структури з антикризового управління повинно залежати від обсягів діяльності й розміру підприємства та фаз кризи: легка, глибока, катастрофа.

У результаті проведеного дослідження визначено, що питання організаційного проектування служби антикризового управління (САУ) підприємства й механізму функціонального її забезпечення залишаються на сьогодні недостатньо вивченими.

Визначено основні принципи створення служби антикризового управління. З'ясовано причини необхідності створення САУ на підприємствах, її основні функції та завдання діяльності. Обґрунтовано підходи до формування САУ.

Розглянуті принципи щодо запропонованої до впровадження служба антикризового управління повинна завжди бути готовою до подолання кризової чи критичної передкризової ситуації, що може постати через зіткнення інтересів власників підприємств на ринку та впливу чинників внутрішнього і зовнішнього середовищ.

**Ключові слова:** менеджмент, управління, підприємство, криза, система антикризового управління.

UDC 65.014.2: 016.1

JEL H12

**Belovol Raisa**, PhD (Economic Sciences), Associate Professor. **Chernysh Iryna**, Doctor of Economics, Associate Professor. **Arzumanian Alina**. Poltava National Technical Yuri Kondratyuk University. **Project planning anti-crisis management service by enterprise.**

According to the authors of the article, the creation of a specific structure for anti-crisis management should depend on the volume of activity and size of the enterprise, as well as the phases of the crisis: light, deep, catastrophe.

As a result of this study, the authors found that the issues of organization planning of the company's anti-crisis management services and the mechanism for its functional provision remain insufficiently investigated today.

The principles considered by the authors on the proposed introduction to the anti-crisis management service argue that it should always be ready to overcome the crisis or critical pre-crisis situation that may arise due to a conflict of interests of the owners of enterprises in the market and the influence of factors of the internal and external environment.

**Key words:** management, enterprise, crisis, crisis management system..

УДК 65.014.2: 016.1

JEL H12

**Беловол Раиса Ивановна**, кандидат экономических наук, доцент. **Черныш Ирина Владимировна**, доктор экономических наук, доцент. **Арзуманян Алина Сергеевна**. Полтавский национальный технический университет имени Юрия Кондратюка **Проектирование службы антикризисного управления предприятием.**

По мнению авторов статьи, создание определенной структуры по антикризисному управлению должно зависеть от объемов деятельности и размера предприятия, а также фаз кризиса: легкая, глубокая, катастрофа.

В результате проведенного исследования авторами установлено, что вопросы организационного проектирования службы антикризисного управления предприятием и механизма функционального ее обеспечения остаются на сегодня недостаточно исследованными.

Рассмотренные авторами принципы по предложенной к внедрению службе антикризисного управления аргументируют тот факт, что она должна всегда быть готовой к преодолению кризисной или критической предкризисной ситуации, которая может возникнуть из-за столкновения интересов владельцев предприятий на рынке и влияния факторов внутренней и внешней среды.

**Ключевые слова:** менеджмент, управление, предприятие, кризис, система антикризисного управления