

Ways to Choose a Management Strategy to Exclude the Activities of the Enterprise From a Crisis Situation

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Abstract: In the scientific article, the cases of assessing the institutional capacity and external environment of the enterprise for the selection of the enterprise development strategy, monitoring the implementation of the enterprise's competitive advantages and its financial recovery work, substantiating the strategy of anti-crisis management of the activities of enterprises and moving its implementation to the path of innovation development are scientifically.

Keywords: Enterprise, Enterprise activity, enterprise economy, management strategy, management methods, marketing strategy, competitive environment, crisis concept, reasons for quote, crisis situation, financial assessment, financial strategy.

Introduction. Modern anti-crisis management combines in itself its most effective forms, which were formed during the years of the emergence and development of management. It has signs and distinctive features that are common to control. Opinions on anti-crisis management, views on its goals, objectives, and problems vary. In our view, the main goal of anti – crisis management is not only to prevent and prevent a crisis situation, but also to eliminate the crisis situation at low costs and with the highest economic and social effect achieved.

In the context of an impending or initiated crisis, a poorly chosen management mechanism can lead to serious financial losses and the departure of the organization from the relevant market. Understanding the nature of the crisis and its causes makes it possible to develop procedures that correspond to exactly this type of crisis, with which it is possible to get out of the crisis at a short time and with the least possible losses.

To choose an enterprise development strategy, the transition to the path of innovation development of the system of assessing its institutional capacity and external environment, raising the competitive advantages of the enterprise and monitoring the implementation of its financial recovery procedures, justifying the crisis management strategy and its implementation is extremely relevant and necessary areas of research. Currently, scientific research is carried out in priority areas on the management of national enterprises in crisis conditions, to prevent their bankruptcy, to improve bankruptcy procedures, to improve the methods of developing effective anti-crisis management strategies based on systemic and innovative management in relation to anti-crisis management.

Analysis of thematic literature. In management theory, there has long been a direction in which researchers consider an organization as an object that develops according to time, has a certain life cycle.

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Thus, the design of organizations, their development and behavior can be described using one of the process theories-models based on life cycle theory.

The life cycle of an organization is the sum of the stages of consistent development that the organization (enterprise) goes through during its period of operation. This theory is considered within the framework of management and implies the transition of the following stages of development by the Organization: Organization, growth, maturity, death (destruction) [1].

But the final stage does not apply to the organization, since not all artificial existence has to die. Through bankruptcy proceedings, the enterprise can be restored. This is considered a universally accepted opinion today.

It should be noted that today there are different approaches to researching the life cycle of an enterprise, for example, the dependence of an enterprise in the form of a curve of profit – losses by time, or in the form of a curve of sales (income) by time. The difference here is in principle, since in the first case it makes it possible to structure the life cycle curve not Approximately, but on specific numerical data, and use the curve not simply as a theoretical model, but as a practical tool for Strategic Management.

An enterprise is an artificially created, open system-calculated economic structure that carries out economic activities using the resources received at the entrance and selling the product produced at the exit. In the evolution development of the science of "enterprise economics", the term "enterprise" has undergone changes.

An enterprise as an organism and an organizational system is more prosperous if its structure (internal structure) corresponds to the conditions of functioning and development. Therefore.. the strategy of organizing and maintaining affairs is as important to the success of the firm as technology, cost levels and demand. Another important sign of successful organizations is the tendency of the decision – making powers inherent in them to be placed in the hands of individuals with information"[2].

"The growth of the scope of activity and the complication of the enterprise exceeded the ability of the owners to directly manage it, ... there was a need to attract professional managers and specialists to lead activities, control and evaluate the results of the work of the enterprise, substantiate and implement the strategy for its development, and create an information system and accountability system" [2].

When called strategy, in a broad sense, it is understood as the general plan of action, which determines the priorities of strategic tasks, resources and the sequence of activities towards achieving strategic goals [3]. Along with the concept of "strategy", the concept of "managerial tactics" is also used. Managerial tactics are specific methods used to achieve specific strategic goals. In contrast to anti-crisis forecasting, an anti-crisis strategy is based on information available within an enterprise in Real time.

In our opinion, financial management is one of the key parts of crisis management. It harmonizes in itself the strategic and tactical parts of the financial provision of entrepreneurship, which allow you to manage cash flows and find optimal solutions. The financial results of the enterprise's activities have become important indicators of the company's work for the internal and external environment (partners, credit organizations, investors, competitors, the state and the team at work).

We will consider in more detail the functioning of the enterprise when it is at different stages of the life cycle from the point of view of the action of the enterprise's finances, that is, we will describe the power of the enterprise at different stages of its development in order to determine the occurrence (or probability of occurrence) of a financial or other crisis.

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The earliest stage in the life cycle of an enterprise is its organization. Stage I is characterized by a large expenditure of all its resources, in which the results of the enterprise's activities at this stage do not cover the included funds, that is, the enterprise works to its detriment, at some point it does not conduct economic activities, but applies to the costs of organizing and registering a new enterprise, purchasing fixed assets and working capital. Then, as at this stage, the enterprise begins to carry out production activities, but it is not yet profitable. The stage of Organization of the enterprise can last from several months to three to four years.

Most importantly, at the I stage of its life cycle, the enterprise should have enough resources to proceed to the II stage of this cycle.

It is at this stage that most of the newly established enterprises cease to function precisely because of the lack of availability of resources or simply insufficient investment.

The stage of formation (stage II) is characterized by the beginning of unprofitable work, the formation of strategic activities at the enterprise, the emergence of competitive advantage. At this stage, factors of the external and internal environment are of great importance, and whether the enterprise remains on the network depends on them. Here we note that only the II stage of the life cycle of the development of the enterprise is characterized by the transition to work without loss, the receipt of the initial profit, while the amount of profit increases more and more.

The enterprise goes to the next stage of its development – the growth stage. It can be divided into stages of growth acceleration and growth retardation (stages III and IV of the enterprise life cycle, respectively).

The stage of acceleration of the growth of an Enterprise (Stage III) is characterized by a rapid increase in its activity and the absence or scarcity of competitors. Usually, at these stages, the management of the firm increases the production potential of the enterprise, increases the volume of production and, consequently, the volume of sales. The limitation of growth in these stages is determined only by the limitation of material resources.

At the stage of acceleration of growth, the enterprise has more reserves and more growth potential. Therefore, the development of the enterprise proceeds at a much faster pace, and, as a result, the volume of profit that the enterprise receives at this stage increases rapidly. In a relatively short period of time, the income of the enterprise increases sharply.

The stage of weakening of the growth of the Enterprise (Stage IV) is characterized by a decrease in the growth rate of the income of the enterprise. However, still, an increase in income is observed. The capabilities of the enterprise are exhausted, the pace of expansion and development of the enterprise decreases, as noted above, although there is an increase in income, the growth rate of profit decreases. The firm reaches the peak of its activity and activism. The enterprise goes to the next stage of its development.

At the stage of stability (maturity) (stage V), The Enterprise reaches the peak of success, the peak of earnings. The general condition of the firm stabilizes, the expansion of production stops, the volume of sales and income reaches its peak. At this stage, the task of the manager is to ensure that it lasts as long as possible, since after the stage of stability, the stage of decline begins, the enterprise can easily move to the stage of decline due to the fact that the growth reserves and production potential of the enterprise have reached its peak (almost fully exploited).

The next stage in the life cycle of the enterprise – the stage of decline (Stage VI) - is characterized by a sharp decrease in the volume of profit and business activity obtained due to the disruptive policy of competitors and the increasing obsolescence of the resources of the enterprise (material, personnel, information, organizational).

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At the stage of destruction (Phase VII), The Enterprise begins to see direct losses from its activities in its lifetime.

If immediate measures are not taken and financial recovery procedures are not applied to the enterprise, then at this stage a case of insolvency (bankruptcy) of the enterprise is initiated. Usually, the bankruptcy case ends with the bankruptcy and liquidation of the debtor enterprise.

However, the fact that the enterprise will end its life is not so deeply considered in certain models to us. There are two reasons why the termination stage is denied by researchers: firstly, very few want to work with "dying" enterprises; secondly, in the study of archival data, there are no subjective facts of interest to researchers and management consultants. There is also an opinion that it is possible to predict the stages from the establishment of the enterprise to the achievement of maturity, so most of the research is devoted to this period [4]. Among the above reasons, it can be added that it is difficult to analyze the stages of decline and death (collapse) due to the limitations of the information base. This is due to the fact that the enterprise is liquidated, the possibility of using documents and, most importantly, the possibility of conducting a survey between top managers is not available.

The liquidation of the enterprise implies the closure of the company [5]. The enterprise can stop its activities at any stage of its life cycle. The death (destruction) or liquidation of an enterprise occurs at any stage of the life cycle: according to the decision of the owners in connection with the achievement of the intended goals; as a result of the bankruptcy of the enterprise, for financial reasons other than the desire of the owners; for legal reasons (due to violations of legislation during operations).

In the literature, the following variant of anti-crisis management occurs at the stages of the Enterprise Life Cycle [6]. The period of activity of the enterprise is divided into two components: working in normal mode (formation, formation, acceleration and attenuation of growth, maturity, decline) and during the period of conducting bankruptcy proceedings. In the case of Ikqala, anti-crisis management also takes place. However, this anti-crisis management varies depending on the mode of operation of the enterprise.

In our view, strategic management against crisis, Huddy can also agree with the idea that strategic management itself is a certain philosophy or ideology of business and Management [7]. In general, strategic management is: the art and symbiosis of the upper management of leading an organization to strategic goals; the high professionalism and creativity of employees, ensuring the connection of the enterprise with the environment, the renewal of the organization and its product and the implementation of current plans; the active involvement of all employees in the performance of the tasks of the enterprise, in search of the best ways to achieve its goals.

In anti-crisis management, the so-called investment policy is understood as a system of measures developed by the anti-crisis management entity that determine the size, composition and directions of the use of investments and the sources of their receipt in the sectors and sectors of the economy.

To distinguish the specifics of different anti-crisis strategies, it is necessary to have certain indicators that can be of qualitatively new importance [8]. Such indicators exist in anti-crisis management.

Research methodology. The article makes extensive use of methods of comparative comparison of the importance of the management strategy for the elimination of enterprise activities from a crisis state, comparison and analysis of statistical data in the study and economic aspect, logical thinking, scientific abstraction, analysis and synthesis, induction and deduction.

Analysis and results. Any enterprise develops according to the Standard Life Cycle. However, through qualified or, conversely, unskilled management, one can "stretch" or "squeeze" these stages of the life cycle of his enterprise. There can be several ways in which the situation develops.

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The first situation occurs when the enterprise begins to "get sick" financial management at the enterprise is weak, and the strategy and tactics of anti-crisis management are not developed. The management of the enterprise, not realizing the alarming signs, does not take any measures to stabilize the financial situation, or these measures do not justify themselves. The enterprise will go bankrupt and liquidate if no crisis response is taken anyway, or if the measures taken do not lead to the financial recovery of the enterprise on the verge of bankruptcy.

The second variant of the development of the situation takes its place in cases where, after passing a certain point in the life cycle, the manager of the enterprise notices that the crisis is approaching. Without it, the enterprise can be "treated" through certain measures. In this case, the earlier this event begins, the less finances and labor costs it will be carried out. The greater the chances of a complete restoration of the satisfactory financial situation of the enterprise, the less likely the enterprise will go bankrupt.

The third case is the ideal option for the development of the situation. it is necessary to start the work of crisis prevention as early as the stage when the enterprise has reached development, that is, until the first alarming signs of the impending crisis appear. To do this, it is necessary to timely restore the next period of competitive advantage; adhere to the basic principles of anti-crisis management; develop and implement an anti-crisis strategy. In this case, the enterprise will have a stage of stability that extends as much as possible.

The bankruptcy of an enterprise means the loss of its solvency, the inconsistency of cash flows, which is currently a criterion of insolvency. Bankruptcy can occur at any stage of the enterprise's life cycle.

The crisis is a necessary stage of economic development. As noted above, the emergence of a crisis in accordance with the theory of life cycles is directly related to the development of the life cycle of the enterprise (Figure 1).

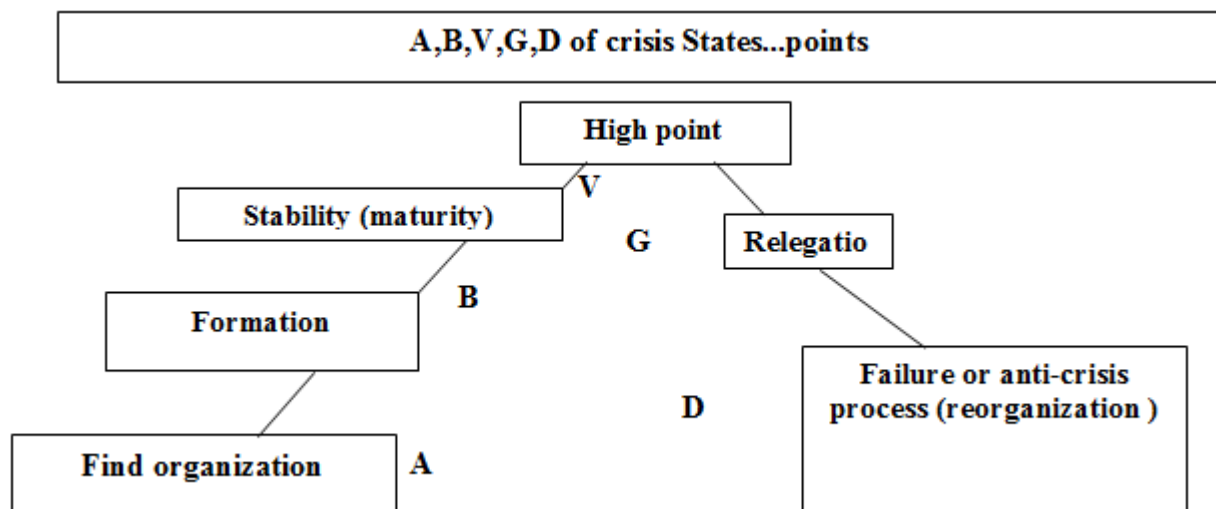


Figure 1. The relationship of the development of the enterprise life cycle with the reasons for the emergence of crisis situations

The analysis of the above stages shows that the idea of the life cycle of a particular enterprise can be taken as a basis for both the strategic plan (forecast) for the development of the company and the strategy of anti-crisis management in order to extend the stage of stability as much as possible. Now let's see if there is a dependence of the options for the anti-crisis management strategy to a certain extent on the location of the enterprise on the curve of the life cycle.

In anti-crisis management, it is the anti-crisis strategy that is a tool that helps the enterprise to get out of the crisis with optimal indicators. The definitions of the anti-crisis strategy found in the literature are ambiguous, it involves the stages of strategic management (analysis of the external environment, determination of the mission and goals of the enterprise), or it is considered to be the same as strategic management as a whole. From this it can be concluded that crisis management does not differ at all from Strategic Management in the existing scientific and practical sense.

The model for the formation of an enterprise's anti-crisis strategy is presented in Figure 2.

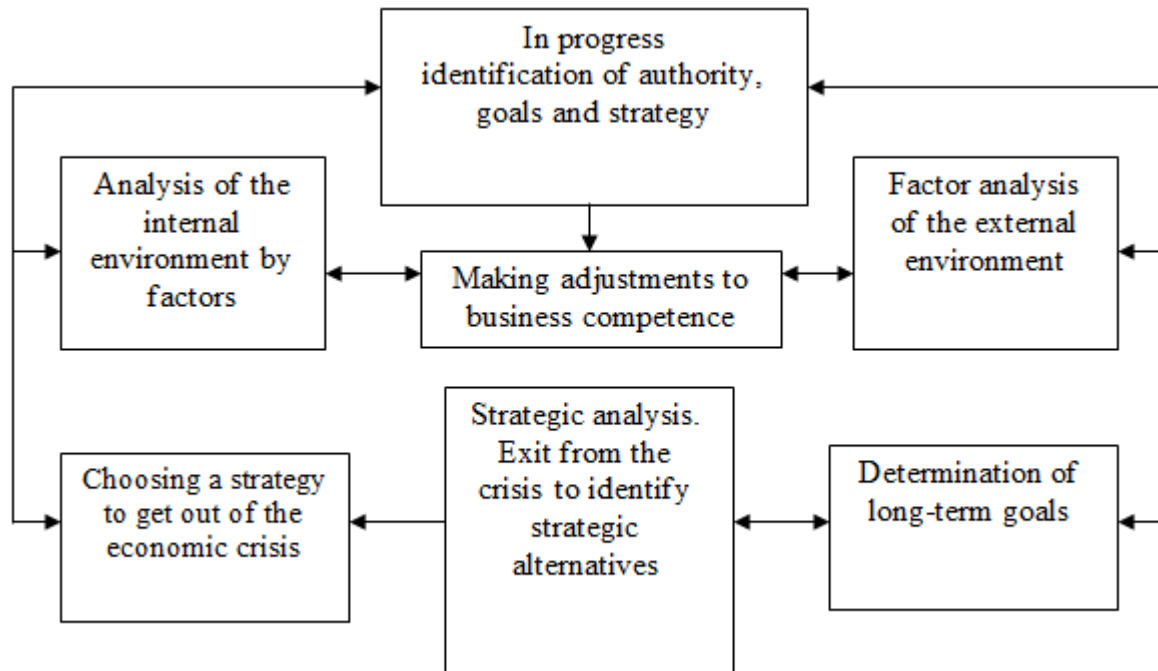


Figure 2. Model for the formation of an enterprise's anti-crisis strategy

The problem of choosing an enterprise anti-crisis management strategy (anti-crisis strategy) is simultaneously a theoretical, methodological and practical problem.

There are the following classic types of strategies – marketing, production, financial, investment and personnel strategy. All other components of the strategic plan for managing a Marketing strategy enterprise are locomotives. It should be aimed at maintaining and developing sales, improving production in accordance with the requirements of buyers, mastering new markets.

In general, five marketing strategies can be distinguished, which are aimed at improving the enterprise: a strategy for returning the enterprise to the market; market development, that is, a strategy for expanding the market for the sale of goods; a strategy for the development of goods; a diversification strategy; a strategy for leaving the market – the termination of a business entity or

The task of the production strategy is to determine the conditions and means that are aimed at stimulating an increase in the volume of product sales in order to get out of the crisis situation, ensuring that the desired organizational and technical level of production is maintained. Production anti-crisis strategies include: Product Quality Improvement Strategy; Enterprise structural restructuring strategy; product nomenclature and assortment change strategy; production efficiency improvement strategy.

Personnel anti-crisis strategy provides for the development of the basic principles and priorities of personnel policy. Its essence is revealed by the planning of the state according to the organizational structure and direction, the creation of an information base of the personnel movement, labor motivation, professional orientation and retraining. On the basis of anti-crisis management, the following personnel strategies lie: a strategy for strengthening personnel capacity; a strategy for introducing new management methods; a strategy for reorganizing the management of an enterprise.

The development of a financial strategy is aimed at building an effective financial management system. The reform of the enterprise should be aimed at solving such problems as the optimization of profit in this case, the increase in the value of net assets, the optimization of capital composition and the formation of investment attractiveness. Work on these areas is carried out by introducing financial strategies against the following crisis: a strategy for increasing the liquidity of assets; a strategy for optimizing the composition of capital; strategy for improving the system of accounting and control of expenses; strategy for optimizing profits.

The first indicator is the depth of transformation of an enterprise in crisis, which, in turn, depends on the depth of the crisis. In the most general view, the crisis management strategy assumes the implementation of the following three components:

1. Rationalization and consolidation of existing assets, liabilities and applied practice (measures in the first Gal applied to establish procedures, save, get rid of excess assets, collect receivables, etc.). This component is sometimes referred to as the crisis enterprise stabilization program.
2. Reorganization (structural transformation) of existing structures / activities / processes / systems in the Enterprise, etc.
3. Enterprise development, that is, an innovative approach to setting and achieving new goals, mastering new approaches, methods and areas of activity.

Anti-crisis management does not have to include all these three components all the time. It depends on a certain stage of the life cycle, on the scale of the incompatibility of the current (crisis) state at the enterprise with the conditions of the external and internal environment. The deeper the crisis is rooted, the more severe the state of the enterprise, the deeper it needs to be changed. In the early stages of the crisis, only the first component can be enough – the consolidation and rationalization of assets, which, according to this indicator, determines the anti-crisis strategy.

The second indicator is the direction of activity of the enterprise. Managing this indicator against the crisis is an important factor for the success of the entire anti-crisis strategy. It should be noted that any anti-crisis strategy, which is not based on a gross, thorough and systematic analysis of all the main areas of the enterprise's activities and does not include anti-crisis measures in terms of the scope of systematic and coverage, or the completeness of coverage, cannot be considered an adequate strategy.

Conclusion. Not all areas of activity of the enterprise in crisis will need to combine, reorganize or apply innovative measures in the same norm in each particular case. All the time, it is possible to distinguish the direction of the enterprise's activities in which anti-crisis management plays an important role for the success of the entire anti-crisis strategy. Finance in one case, production in the second case and marketing in the third case will be such a direction. Thus, the type of anti-crisis strategy can be determined by the indicator of the direction in which the activities of the enterprise play an important role for success.

The next indicator that is important to determine the type of crisis management strategy is the expropriated financial resources used to implement the crisis management plan. In the most general view, three qualitatively different situations can be distinguished on this indicator:

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The first situation. A single-owned resource is a resource with which it can be discharged by saving existing assets (reducing personnel, closing nerentabel Productions, selling excess material and technical reserves, equipment, real estate, etc.).

Second situation. In the anti-crisis management process, the enterprise can also use funds from debt restructuring in addition to the first resource, which requires the consent of creditors (agreement agreement).

The third situation. An enterprise can earn "new money" in the form of new loans or investments in addition to the above two resources for crisis management.

All these three situations create completely different conditions for the implementation of anti-crisis management. By the indicator of financial resources at the disposal, it is possible to distinguish the type of anti-crisis strategy. The type of anti-crisis strategy can be determined based on the following information:

- on the depth of the crisis situation at the enterprise, which determines the main component of anti-crisis management (rationalization, reorganization, development) ;
- on the causes of the crisis situation in the enterprise, which has served as the main source of the crisis of the enterprise's activities, determining the direction in which its transformation plays an important role for the success of anti-crisis management;
- on the resources currently available at the disposal of the enterprise. These are non-financial resources: brand, reputation, supplier system, sales system, employee capabilities, equipment and other production factors(except capital);
- on financial resources that can be discharged as a result of establishing procedures and rationalizing assets;
- on the possibility and scope of restructuring the creditor debts of the enterprise (agreement agreement);
- on the financial resources provided by the restructuring of creditor debts;
- on the possibility of attracting "new money" in the form of new loans, investments in anti-crisis management.

Based on the analysis of this information, a new mission and new goals of the modified enterprise are set. It is necessary to find answers to the following questions: What is the target direction of the transformed enterprise, what kind of product it will produce, in which markets it will sell this product. The new mission and goals are not just the desire and longing for what the enterprise can be as a result of anti-crisis management. This is a realistic picture of the final state of the enterprise as a result of the implementation of a limited strategic plan of anti-crisis management in terms of final and involved resources.

It is then clarified that the enterprise has been transferred from a state of "crisis at the moment" to a state of "restoration of the ability to live". In this case, conditions are provided for the restoration of three components of the enterprise: solvency, utility and liquidity (possibility of sale).

As a result of clarification, the emergence of a strategic plan of anti-crisis management is darcor. This plan should be clear and not only list the activities, but also the periods and resources necessary for their implementation (money, people, etc.)should also be embodied. Also, the strategic plan should include the initial conditions required for each event, the persons responsible for the implementation of each event in the structure of enterprise management, the interrelated blocks of events and the directions of the entire plan as a whole.

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