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ANTI-CRISIS MANAGEMENT AS A BASIS FOR IMPROVING THE COMPETITIVE STATUS OF THE ENTERPRISE

Company's activity in market conditions is accompanied by negative impacts of external environment factors as on the competitive status and its possible dynamics, and on the stability of the operation, which is due to the riskiness of any activity. Threats to the stability of functioning, that take place in the internal environment, lead to the insufficient use of economic potential of the enterprise and the provision of resources.

Significant influence of crisis phenomena is also experienced by activity of the enterprise on resource provision. Because of its versatility, this area of activity is vulnerable to almost all the negative phenomena caused by the causes of crisis. For example, the production apparatus, which is considered as a set of means of labor, by means of which, in combination with other factors, production is carried out, is exposed to such circumstances as: lack of credit and financial resources for updating of equipment, machinery, mechanisms, buildings and structures; moral and physical wear of production fixed assets, which are obstacles to producing competitive products; reduction of demand for noncompetitive goods due to high costs and, consequently, high prices of production equipment and machinery.

The formation of a system of measurable indicators makes it possible to obtain quantitative assessments of the current financial condition of the transport enterprise and to establish whether the necessary conditions for maintaining financial sustainability are met by comparing the actual values of indicators with normative ones. First of all, it implies the organization of financial sustainability monitoring, the prerequisite of which is the availability of information support as a set of resources and ways of their organization for the implementation of analytical procedures.

Thus, measures of anti-crisis management can be used when crisis phenomena and changes occur and intensify, while reengineering is more expedient to apply for introduction of new technologies of restructuring of enterprise, influence not only on its financial provision, but also on other resource components (labor, marketing, material, production). Anti-crisis management measures are advisable to conduct in accordance with the architecture of the enterprise, and accompanied by controlling. The use of reengineering after hard anti-crisis management should be aimed at: current functioning of all components of the system to ensure the operation of the enterprise; introduction and provision of new strategies that will change the structure of resource provision; monitoring their implementation and cost reduction [2, p. 81].

Leveling of crisis phenomena through the introduction of methods and tools of crisis management has to be, first of all, by eliminating the causes that caused them, the introduction of monitoring the use of resources and the degree of renewal of fixed assets, competencies and staff incentives. Implementation of anti-crisis planning strategy combined with measures to eliminate resistance to change and introduction of enterprise development on an innovation basis.

Active innovative development of industrial enterprises directly depends on the adoption of timely effective management decisions. Therefore, the use of cognitive management by managers of industrial enterprises, which should navigate the technological, economic, political, social and other vectors, is the basis for the impact on the areas of interest of enterprises. In their activities, managers of industrial enterprises should use the technology of cognitive analysis and modeling to form a strategy for innovative development [2].

Thus, for the actualization of crisis management of the enterprise it is advisable to introduce its methods and tools on the principles of innovation, increasing the place of resource provision and timely management decisions to optimize their value, the role of financial strategic management, the study of the main goals and objectives of forming a strategy to improve the financial sustainability of the enterprise as part of ensuring its efficient operation.

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