

**СЕКЦІЯ 1. АНАЛІТИЧНІ МЕТОДИ ТА ЕКОНОМІКО-МАТЕМАТИЧНІ  
МОДЕЛІ В ЗАДАЧАХ УПРАВЛІННЯ ЕКОНОМІЧНИМИ СИСТЕМАМИ**

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**METHODS OF ANTI-CRISIS MANAGEMENT AT ENTERPRISES**

*The work examines the basic and modern methods of anti-crisis management of the enterprise, proves the importance of their complex application and points out the peculiarities of each of the methods. The most effective methods are downsizing, regularization, reengineering, restructuring, special methods – monitoring and control, benchmarking, break-even analysis, cost analysis, portfolio analysis, ABC analysis, SOFT analysis.*

*Keywords: anti-crisis management, downsizing, restructuring, enterprise, methods*

Among the methods of overcoming crisis phenomena at Ukrainian enterprises in our time, units have remained effective. Models based on them are generally out of date, misinterpretation and translation of financial indicators. Therefore, modernization of anti-crisis management methods is an important task for domestic theoreticians and practitioners in the field of entrepreneurship.

The following modern scientists pay great attention to the study of the outlined problems: M. Hammer, J. Champy, R. Zhovnovach, I. Kolodiy, O. Vatchenko, R. Sharanov, O. Khryniuk, L. Varava, T. Perederii, I. Akhnovska, H. Honchar, I. Ntreba, M. Mishchenko and others.

The main methods of overcoming the crisis at the enterprise are fundamental (complex) and express diagnostics, diversification, outsourcing, benchmarking. Among general scientific methods, methods of comparison and generalization, a systematic approach occupy a prominent place.

Depending on the stage of the crisis and the analysis of solutions, a practical method often serves as a rehabilitation method (rehabilitation, rehabilitation), which solves the problems of the threat of bankruptcy, restoration of liquidity and solvency of the enterprise. This often happens through conservation, lease and/or sale of fixed assets, replacement of short-term debt obligations with long-term ones, transfer of social sphere objects to municipal ownership, etc. [1].

According to the criterion of periodicity and scaling, crises at the enterprise can be divided into potential, current, and global. The first are characterized by periodic

negative mentions of the brand in the network. For example, closing a branch in one of the cities. This in itself is not a disaster, but if you give free rein to rumours, then word of mouth can spread information about the closure of the entire enterprise. It is critical to respond promptly to each feedback and provide a comprehensive explanation. Others are accompanied by a lot of negativity from several sources. It can be a clear deterioration of service conditions, the introduction of unpopular measures or the banal termination of a promotion that customers liked. Here it is important to convey the real reason. If a new commission is introduced, then its necessity should be justified and the reasons that led to such deterioration of conditions should be indicated. Others are large-scale events, like force majeure in the economy. A negative impact on the industry is automatically associated with the enterprise, even if everything is fine with it. This is where you can play preemptively: talk about a problem in the industry, while gently mentioning that it's business as usual. Nothing has changed for customers and current events have not affected you. Such preventive measures are able to reassure customers and attract new ones - from competitors who have fallen under the crisis.

Relevant methods should be carefully selected for each type of crisis mentioned. Other effective methods are:

- downsizing ("reduction in size" of the enterprise, "reduction/cutting off excess" to improve the conditions of its economic and financial activity);
- regularization (for example, improvement of strategic management, management accounting, creation of an automated accounting system);
- reengineering – fundamental rethinking and radical redesign of business processes in order to achieve a significant improvement in the quality of functioning [2];
- restructuring – the implementation of organizational, economic, legal, production and technical measures aimed at changing the structure of the enterprise, its management, forms of management that can ensure the enterprise's financial recovery, increase the volume of production of competitive products, increase the efficiency of production [1].

In addition to the above, monitoring and control methods should be specified, and controlling methods should be separately distinguished: benchmarking (comparison with best practices), break-even analysis, cost analysis, portfolio analysis, ABC analysis, SOFT analysis, etc.

At the stage where the company is unable to settle its debts, the diagnostic method with all its sub-methods comes first. Currently, there are about 200 models for diagnosing the risk of enterprise bankruptcy, the most modern of which are discriminant models, logit and probit, expert models, and artificial intelligence models. Obviously, each of them has its advantages and disadvantages, however, well-

known global bankruptcy forecasting models are poorly adapted to Ukrainian enterprises and difficult to apply due to a number of reasons: building models on the financial statements of other countries, obsolescence and differences in the limit values of the indicators used, incorrect interpretation and translation financial indicators. The breakthrough came in the 1990s, when methods based on the use of artificial intelligence – neural networks (ANN) began to be used in bankruptcy forecasting, which allow establishing the possible non-linear nature of the relationship between financial ratios [3].

The main indicators in bankruptcy forecasting models: asset turnover ratio, current liquidity ratio, coefficient of autonomy, profitability of assets, return on equity, profitability of sales.

Therefore, it is extremely important to develop effective relevant management solutions regarding the application of methods and methodologies for overcoming crisis phenomena in modern enterprises.

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