

ANTICRISIS MANAGEMENT AS A FACTOR FOR THE EFFICIENCY INCREASE OF ENTERPRISE ACTIVITY

The emergence of crisis situations is characteristic of all stages of the enterprise life cycle. Therefore, in the conditions of the Ukrainian economy transformation, the process of developing and using effective methods and forms of crisis management of the enterprise is relevant.

The financial condition of most Ukrainian enterprises in modern economic conditions is diagnosed as a crisis.

The actual results of most domestic enterprises, with the exception of small and budgetary institutions, are far from desirable, as shown by the dynamics of the share of loss-making enterprises in Ukraine.

The main causes of the enterprise's insolvency can be defined as the following: an unstable socio-political situation; the development of inflationary processes (the inflation index in Ukraine in 2015 was the largest and amounted to 143.3%, while in 2014 - 124.9%, and in 2016-2017 - 112.4% and 113.7% respectively) [1]; a significant increase in the gas and gasoline price, which provoked an increase in the production cost; the instability of the financial and currency markets; significant depreciation of the national currency; unprofessional management.

In accordance with the above, the problem of the crisis management essence, as well as the development and implementation of its effective mechanism can be considered as an actual one. In modern conditions there are quite different approaches to the definition of the crisis management enterprise essence. By analyzing the existing approaches described in the writings of domestic and foreign scientists, it can be concluded that the overwhelming majority of author's views agree that crisis management is a function of management that ensures that crisis situations are avoided, reducing or eliminating the consequences of the financial crisis in an enterprise, ensuring an adequate level of solvency

Table 1

Financial results of large and medium-sized enterprises during 2014 -18 years [1]

| Year | Financial result (balance) | Profitable enterprises | | Loss-making enterprises | |
|-----------------|-------------------------------|--|---------------------|--|---------------------|
| | | In % of the total number of enterprises | Financial result | In % of the total number of enterprises | Financial result |
| 2014 | -523587,0 | 66,3 | 334517,3 | 33,7 | 858104,3 |
| 2015 | -340126,6 | 73,7 | 475321,2 | 26,3 | 815447,8 |
| 2016 | -22201,5 | 73,4 | 523759,4 | 26,6 | 545960,9 |
| 2017 | 287848,5 | 72,8 | 673891,1 | 27,2 | 386042,6 |
| 1/2018 - 6/2018 | 189780,8 | 71,7 | 289737,0 | 28,3 | 99956,2 |

The main aim of crisis management is the rapid financial solvency renovation and restoration of sufficient financial stability of the company in order to prevent its bankruptcy. Taking into account this goal, the company develops a special anti-crisis management policy at the threat of bankruptcy, which includes:

- constant monitoring of the enterprise financial condition;
- determining the scale of the enterprise's crisis situation;
- identification of the main factors that determined the crisis situation of the enterprise;
- the formation of goals and the choice of the main mechanisms for managing the financial capital of an enterprise in the event of a threat of bankruptcy, taking into account the scale of the crisis situation and the forecast of the development of the main factors determining the threat of bankruptcy;
- introduction of internal mechanisms of enterprise financial stabilization and control over the timeliness and effectiveness of the implemented measures;
- financial support of liquidation procedures in the event of enterprise bankruptcy.

Consequently, crisis management should be carried out on a permanent basis for the effective operation of the enterprise. The practice of conducting anti-crisis management at the level of domestic enterprises is not perfect, but its implementation is a prerequisite for the development of business entities. Therefore, the development and implementation of an effective crisis management mechanism will enable enterprises to respond flexibly to changes, to interfere actively with the course of production processes, and help to reduce the impact of financial risks. All this will provide the opportunity to create an effective management system with competent executives and high level specialists, which will ensure a continuous and systematic process of enterprise development.