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## THEORETICAL AND METHODOLOGICAL PRINCIPLES OF RESEARCH OF FACTORS OF INFLUENCE ON THE EFFECTIVENESS OF CRISIS MANAGEMENT OF OPERATIONAL ACTIVITIES INDUSTRIAL ENTERPRISES

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**Key words:**

efficiency, operational activity,  
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factor determination system,  
market environment factors

The article states that the effectiveness of financial economic activity of enterprises is constantly influenced by factors of market environment and they can lead to lower profitability. These factors are affecting operating, financial and investment activities and may cause their negative consequences. The level of profitability of enterprises depends, first of all, on a condition of operational activity and therefore is expedient study of internal and external factors influencing this type of activity. It is determined that factors can affect not only efficiency of production or sales, but can also cause crises phenomena in operating activities. The expediency in determining and is substantiated grouping of factors that affect the effectiveness of operational activities, anti-crisis management, which will allow timely diagnosis of the crisis, create ways to protect and improve the efficiency of both short-, such in the longterm period. Theoretical and methodological principles of use of a system for determining factors influencing efficiency of anti-crisis management of operational activities of industrial enterprises, which is based on the use of system, process, functional, factor approaches and identified factors that affect efficiency operational activities, the effectiveness of crisis management, determine the emergence of crisis phenomena in operating activities are formed. It is concluded that the use of theoretical and methodological principles allowed to develop ways of neutralization of negative influence of factors on operational activity, process crisis management and determine the feasibility of using tools of crisis management in the long term period. The main feature of the theoretical and methodological framework is that they allow, based on impact studies of factors, to determine the need for crisis management of operational activities that will ensure the effectiveness of operational activities in the long term period.

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## ТЕОРЕТИКО-МЕТОДИЧНІ ЗАСАДИ ДОСЛІДЖЕННЯ ФАКТОРІВ ВПЛИВУ НА РЕЗУЛЬТАТИВНІСТЬ АНТИКРИЗОВОГО УПРАВЛІННЯ ОПЕРАЦІЙНОЮ ДІЯЛЬНІСТЮ ПРОМИСЛОВИХ ПІДПРИЄМСТВ

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**Ключові слова:**

результативність,  
операційна діяльність, криза,  
антикризове управління,  
система визначення факторів,  
фактори ринкового середовища

У статті визначено, що на ефективність фінансово-господарської діяльності підприємств постійно впливають фактори ринкового середовища та вони можуть спричинити зниження рівня прибутковості. Дані фактори впливають на операційну, фінансову та інвестиційну діяльність та можуть обумовлювати їх негативні наслідки. Рівень прибутковості підприємств залежить, в першу чергу, від стану операційної діяльності і тому доцільним є дослідження внутрішніх та зовнішніх факторів впливу на даний вид діяльності. Визначено, що фактори можуть впливати не лише на ефективність виробництва, збуту продукції, але й можуть спричинити виникнення кризових явищ в операційній діяльності. Обґрунтовано доцільність у визначенні та групуванні факторів, які впливають на результативність операційної діяльності, антикризового управління, що дозволить своєчасно діагностувати кризу, створити способи захисту та покращення ефективності діяльності як у коротко-, такі і в довгостроковому періоді. Сформовано теоретико-методичні засади використання системи визначення факторів впливу на ефективність антикризового управління операційною діяльністю промислових підприємств, в основі якої закладено

використання системного, процесного, функціонального, факторного підходів та визначено фактори, що впливають на ефективність операційної діяльності, ефективність антикризового управління, зумовлюють виникнення кризових явищ в операційній діяльності. Робиться висновок, що використання теоретико-методичних засад дозволило розробити шляхи нейтралізації негативного впливу факторів на операційну діяльність, процес антикризового управління та визначити доцільність використання інструментів антикризового управління у довгостроковому періоді. Особливістю теоретико-методичних засад є те, що вони дозволяють, на підставі дослідження впливу факторів, визначити потребу у здійсненні антикризового управління операційною діяльністю, що забезпечить ефективність операційної діяльності у довгостроковому періоді.

### Statement of the problem

The operation and development of industrial enterprises takes place by conditions of constant negative influence of internal and external factors an environment that affects performance and, above all, affects the state of operating activities. Influence of market environment factors may be of different nature and cause the emergence of crisis phenomena, financial crisis and lead to a crisis of enterprises. Also factors can have a negative impact not only on performance enterprises, but also on the state of crisis management. Therefore, there is a need for identifying, studying groups of factors that may have a negative impact on the process of managing operational activities, which will allow them in a timely manner identify, respond to them and increase productivity.

### Analysis of recent studies and publications

Many scientists have studied the factors influencing efficiency of operational activity of enterprises, in particular: O.V. Stashchuk, T.P. Nazarchuk, M.O. Podvysotska [12] identified factors influencing operating income activities; G.G. Lysak, O.V. Kot [8, p. 56] identified factors that shape the operating costs of the trading company and divided them into structural and functional; in the work of M.A. Gorbatyuk [3, p. 50] suggested factors influencing the operating room activities and divided into external (economic, natural, social) and internal (organizational, personnel, technical and technological); A.M. Poddyerogin, S.V. Skochii [11, p. 307] considered the division external factors (sales volume, production costs, payments) and internal (product structure, cost) factors influencing the operating profit; author O. Kostyshina [5, p. 172–173] analyzed and identified factors influencing the size of the operating room profits of the enterprise, which are divided into external and internal; authors S.A. Kuznetsova [6] and O.O. Litovkina [9, p. 33–34] identified factors influencing the operating cycle of the enterprise, which divided into direct factors and mesoenvironmental factors; in the work of S.M. Pisariuk [10, p. 95–98] highlighted external (natural, political and legal, social, scientific, technical, economic) and internal (quality of staff, management structure, organizational, type and specialization, format and size retail trade network, marketing, quality of service) factors impact on the economic efficiency of operating activities.

Along with this, many scientists have studied the factors influencing implementation of anti-crisis management of the enterprise and it should be noted the following works: in the work of Al-Lami Khaider Mukhsin Abdulaziz [1, p. 52–55] indicates the factors influencing the crisis management

on enterprise and divided according to the method of influence of factors (factors of direct, indirect impact), by environment (external factors, internal environment), the speed of the required response from the outside enterprises (factors of strategic, tactical, operational influence, urgent response); in the work of L.M. Kysh [4, p. 82] carried out distribution of factors influencing anti – crisis management on external (crisis state of the economy, changes in markets, changes in legislation, variability in tax systems) and internal (current management system, competitive advantages, attracting investors, marketing effectiveness); scientist I.O. Akhnovska [2, p. 917] factors of influence on efficiency are resulted crisis management; author M.K. Kurhanska [7, p. 467–468] identified external (quality of life, tax system, unemployment rate) and domestic (financial strategy, level of investment, price on products) factors influencing crisis management; at work M.O. Tkachenko [14, p. 155–157] among the factors highlighted quality of anti-crisis program and management, management strategy, crisis research, development and adoption of risk decisions, forecasting changes in the market environment; Yu.O. Terletska, V.V. Ivaniuk [13, p. 185–188] identified factors influencing effectiveness of crisis management of operational activities and highlighted management flexibility, decision making process, management strategy, level of professionalism of anti-crisis management, effectiveness of monitoring crisis situations.

However, the question of determining the factors influencing the efficiency of operational activities, crisis management of this type of activity at industrial enterprises remains insufficiently studied. In addition, there is no system for determining the factors of influence, their grouping and further consideration in the work of enterprises, which will increase efficiency anti-crisis operational management and avoid crisis situations.

### Objectives of the article

The purpose of this work is to study the experience of scientists in determining factors influencing the state of operational activities, the anti-crisis process management; formation of theoretical and methodological principles of using the system of identification of factors influencing the effectiveness of crisis management operating activities of industrial enterprises.

### The main material of the research

Factors of the market environment have a negative impact on effectiveness of financial and economic activities and

can cause the emergence of crisis phenomena in enterprises. First of all, the market environment affects the performance of operating activities that can affect the profitability of work. Including the analysis of factors influencing the indicators of operational activity, the process of crisis management is possible to note that there is no systematic approach to their definition and consideration in the work of industrial enterprises. Systematization of internal and external fluid factors will allow them to be taken into account in the process of production, sales of products, crisis management of operational activities, to develop ways to neutralize their negative impact.

Including the lack of an approach to allocation, taking into account the effects of factors on operational activities, crisis management is appropriate to develop a system of identification of factors that will allow them to be taken into account in a timely manner in the work of industrial enterprises. Therefore, the theoretical and methodological principles are formed use of a system for determining factors influencing efficiency anti-crisis management of operational activities of industrial enterprises, which are built on the basis of compliance with factor, process, system, functional approaches. The peculiarity of the theoretical and methodological principles is identifying three groups of factors, namely: factors influencing efficiency operational activities of industrial enterprises; factors influencing the effectiveness of crisis management of industrial operations enterprises; factors that cause the emergence of crisis phenomena in operating activities of industrial enterprises [15]. The system has also been formed within the framework of theoretical and methodological principles identification of factors, which includes methodological principles for their isolation and taking into account the impact, developing recommendations to neutralize the negative influence of factors and choice of crisis management tools operational activities (fig. 1).

It is assumed that there is a close correlation between the stages and the blocks systems for determining the factors of influence, which will determine the factors which affect the efficiency of operational activities, anti-crisis management. This system for determining the factors of influence can be used only at industrial enterprises, as their features are taken into account work, field of activity.

Development of a system for determining the factors influencing efficiency anti-crisis management of operational activities of industrial enterprises carried out by observing the system, process, functional, factor approaches. These approaches should be used in combination will highlight the subject, the object of the system and establish the relationship between purpose, tasks, stages, blocks, to achieve the goal, i.e. selection of a group of factors that affect the efficiency of the operating room activities, crisis management of operational activities and determine the emergence of crisis phenomena [15].

First of all, the forecasting of existing factors of influence on industrial enterprise (first stage). The purpose of this stage is implementation forecast calculations to determine the factors of influence that in will have a negative impact on operational efficiency in the future the enterprise that will allow to define in due time the reasons of such influence, suggest ways to overcome it. Within this stage is expected allocation of two blocks: block 1 – diagnostics

of the crisis phenomena on industrial enterprise; block 2 – establishing the need for the allocation of factors of influence on operating activities of the enterprise.

The second stage is planning, the finding out the elements systems for determining the factors influencing the effectiveness of the crisis management of operational activities of industrial enterprises. Within this stage, two blocks were identified, namely: block 1 – definition of goals, objectives, principles, functions, subjects, object, resource provision; block 2 – study of operating activities of the enterprise and general financial position, identification of advantages, disadvantages, capabilities of the enterprise. That stage allows to find out the main elements of the system for determining the factors of influence, which will be implemented in the next stages and will be the basis for selection factors of influence, making quality decisions.

Let's analyze the elements of block 1, i.e. the formation of goals, objectives, definition of principles, functions, subjects, object, resource provision. The purpose of the system for determining the factors of influence is to identify a group of factors that affect the efficiency of operational activities, crisis management surgical activities for diagnosis, prevention, identification, prevention, overcoming of crisis phenomena, restoration of efficiency production, marketing activities of industrial enterprises. To tasks systems for determining the factors of influence we include the following: implementation forecasting, planning, organization, control, regulation of the process identification of factors of influence; identification of a group of factors influencing efficiency of operational activity of industrial enterprises, anti-crisis management of operating activities of industrial enterprises and factors that cause the emergence of crisis phenomena in the operational activities of industrial enterprises; separation of the sequence of stages, blocks of the definition system influencing factors; formation of ways to overcome the negative impact of factors or adaptation to their action in operational activities, crisis management operating activities.

The basic principles that should be followed when developing and implementation of the system for determining the factors of influence should include: dynamism and continuity; availability of direct and feedback links; flexibility; objectivity; availability of information; integrity; optimality; planning and sequence; timeliness; systematicity and complexity; purposefulness; adaptability and speed of response. The following to these principles has influence on the sequence, coherence of all stages of the system and definition most influential factors. Also the effectiveness of the determination system impact factors depend on the implementation and performance of functions such as: prognostication; planning; organization; control; regulation; coordination. Execution of these functions will allow to fulfill the task, the purpose of the system identification of influencing factors.

We assume that the owner of the enterprise and a special unit for crisis management of the operational activities are the subjects of the system of determining the factors of influence, which must investigate and identify factors separately impact on operational activities, crisis management of the operating room activities, as well as to find out what threats and crises the action can cause of the studied factors. In turn, the object

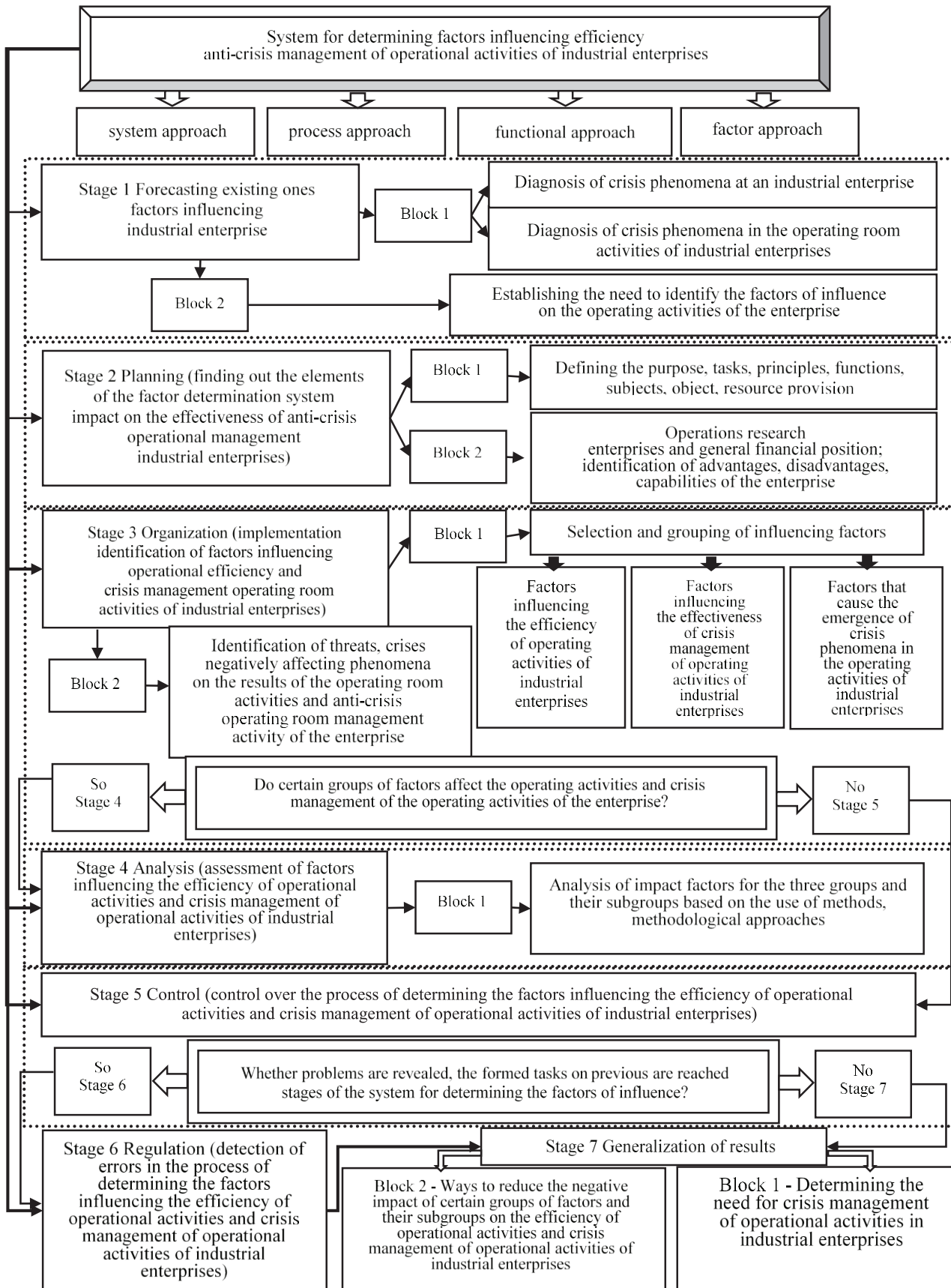


Fig. 1 – The system for determining the factors influencing the effectiveness of anti-crisis management of operational activities of industrial enterprises

Source: suggested by the author

of the factor determination system impact is the process of determining the factors influencing the efficiency of the operating room activities of industrial enterprises; factors influencing efficiency anti-crisis management of operational activities of industrial enterprises; factors that cause the emergence of crisis phenomena in operating activities industrial enterprises. For development and further use the system of determining the factors of influence plays an important role in providing resources, that is, the adequacy of financial, human, information resources for isolation of influencing factors.

For block 2, a study of operational activities is envisaged enterprise and general financial position, ie the analysis is carried out indicators of production, sales, supply, financial stability, solvency, business activity, profitability, financial reporting for several years and grouping of the received data into the report. With taking into account the data obtained in the report, the determination is made advantages, disadvantages, capabilities of the enterprise, ie indicate problems with which the analyzed enterprise faces, its strengths and data the information is used to further determine the factors of influence. In addition, the identification of shortcomings and problems in the enterprise is evidence the need to determine their causes, ie the study of influencing factors.

At the third stage the organization, ie definition of factors is carried out impact on operational efficiency and crisis management operating activities of industrial enterprises. At this stage implementation of tasks, achievement of the purpose is carried out and it covers two blocks.

The first block 1 covers the selection and grouping of factors influencing efficiency of operational activity of industrial enterprises; factors impact on the effectiveness of crisis management of operational activities industrial enterprises; factors that cause crises phenomena in the operating activities of industrial enterprises.

Three groups of factors were identified in the study. For more detailed study of the selected groups of factors carried out their division into external and internal and each of them into separate subgroups, which allowed identify and select the factors that have the greatest impact on operational activities, crisis management of operational activities, cause the emergence of crisis phenomena. We have to note that the highlighted factors can create opportunities to improve operating efficiency activities, crisis management of operational activities and along with it threats, crises and therefore there is a need to identify, take into account and making effective decisions to ensure the coherence of sales, production activities, timely use of anti-crisis tools, adjustment of management activities.

The first group of factors, ie factors influencing efficiency operating activities of industrial enterprises, shown in fig. 2. The definition of this group of factors is due to the fact that the main purpose of any which company is making a profit that depends on efficiency production, marketing, supply of raw materials and materials incurred costs, etc. Therefore, the management of industrial enterprises must analyze given the factors they face on a daily basis that will allow in a timely manner respond to them, increase profitability, adopt effective management decision, determine the prospects.

Thus, the definition of it is important for industrial enterprises grouping of factors influencing the efficiency

of operational activities industrial enterprises, the use of information data for adoption quality management decisions, which in the future will take them into account when organization of operational activities, diagnose the negative impact and use already established methods, ways to neutralize their impact or adapt to them in time.

The second group are factors influencing the effectiveness of anti-crisis management of operational activities of industrial enterprises (fig. 3). The selection of this group of factors is due to the fact that the guarantee of efficiency implementation of crisis management, detection of signs of crisis in the operating room activities, the negative impact of the market environment, crisis diagnosis phenomena is taking into account the influence of relevant factors. Therefore, the leadership enterprises in the implementation of crisis management of the operating room activities should take into account this group of factors, which will also provide effective decision making, development, implementation of the concept and crisis management tools and will affect performance management, the expected effect.

It should be generalized that the selection of factors influencing efficiency anti-crisis management of operational activities of industrial enterprises plays an important role on the basis of the already formed group of factors the management of industrial enterprises have the opportunity to take them into account, timely detect in the enterprise, which will guarantee effective use the concept of crisis management and its development.

The third group are the factors that cause the emergence of crisis phenomena operating activities of industrial enterprises. These factors are possible include the first two groups, as they may cause crisis phenomena both in operational activities and negatively affect anti-crisis management of operational activities of industrial enterprises. Therefore, when studying the factors of influence should be borne in mind that they can cause threats, risks, crises in operational activities and it is advisable to develop ways and means to overcome them. Selection of this group of factors should be explained by the fact that in addition to the negative impact they can become the cause of the crisis, provided they are not taken into account in a timely manner. Taking into account the above factors will allow timely action eliminate or reduce their negative impact, which will prevent the emergence of crisis phenomena in operating activities, will help determine the need for crisis management.

The second block identifies threats, crises, negatively affecting the results of operations and anti-crisis management of operational activities of the enterprise. According to the selected three groups of factors of influence on the analyzed enterprise are determined the possibility of crisis phenomena due to their negative impact on the operational activities, and anti-crisis management of operational activities enterprises, and also it is established what factors will lead to occurrence threats and which have a negligible impact that can be neutralized.

There is a shift to whether certain groups are affected factors on operating activities and crisis management of the operating room activity of the enterprise, ie one of two decisions is made: provided negative impact of these groups of factors – there is a transition to the stage assessment of

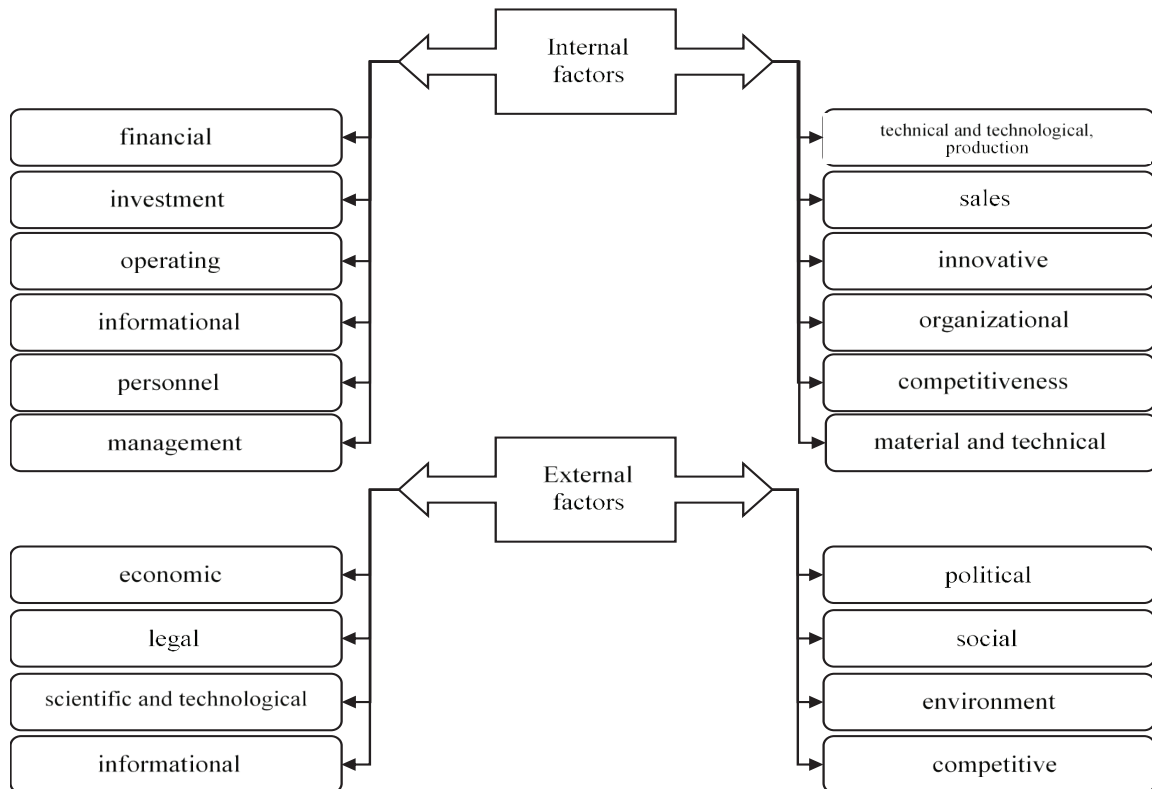


Fig. 2 – Factors influencing the efficiency of industrial operations of enterprises

Sourcw: formed by the author on the basis of [3; 6; 8; 9; 10; 11; 12]

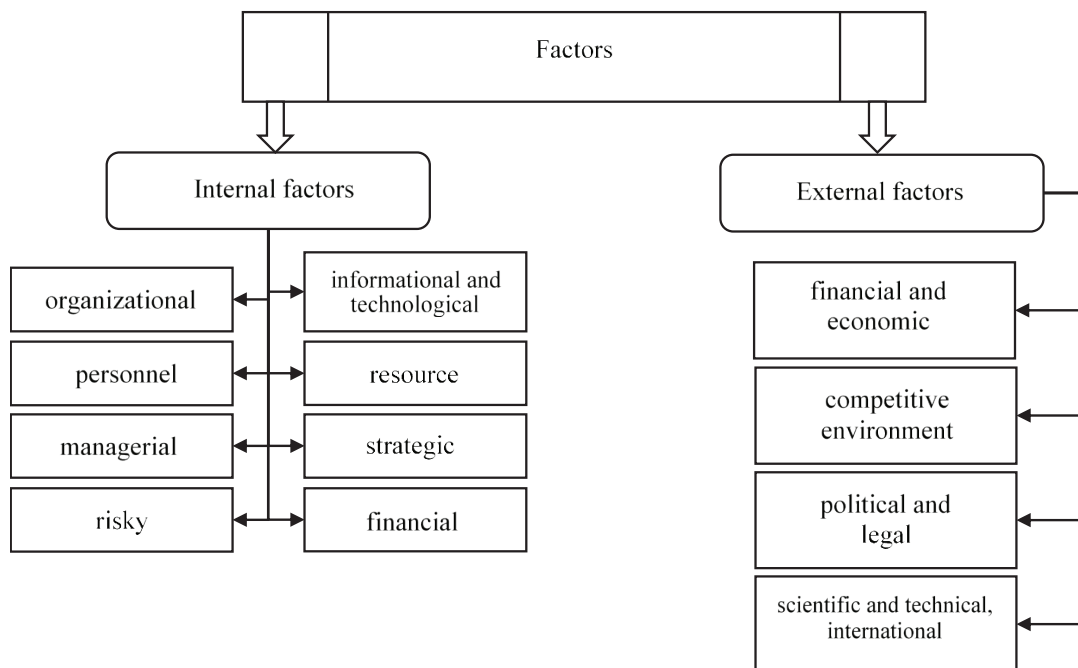


Fig. 3 – Factors influencing the effectiveness of crisis management of the operating room activities of industrial enterprises

Note: formed by the author on the basis of [1; 2; 4; 7; 13; 14]

influencing factors, which will identify those subgroups of factors which have a greater impact on the efficiency of operational activities, anti-crisis management of operational

activities and then take them into account in the work of the enterprise to increase the effectiveness of indicators (stage 4); provided insignificant influence of these groups of factors –

the decision is made to move on to the next stage, ie control over the determination of factors of influence (stage 5).

At the fourth stage the analysis is carried out, ie an assessment of factors influencing efficiency of operational activity and crisis management of operating room activities of industrial enterprises. This stage covers one block and its essence is to analyze the factors of influence on the three groups and their subgroups based on the use of methods, methodological approaches that will clearly identify which of the factors most affect the efficiency of operational activity, anti-crisis management of operating room activities that will facilitate a timely response to them, diagnosis crisis phenomena and threats, quality decision-making, concept development, crisis management tools for industrial enterprises.

For the fifth stage, the determination process is monitored factors influencing the efficiency of operational activities and anti-crisis management of operational activities of industrial enterprises. This stage involves checking the results achieved at each stage, implementation tasks, achieving the goal, comparing the expected results with the planned ones and, if necessary, their regulation at the next stage, which will provide performing tasks in full. Also at this stage, there is one of two solutions: if problems are identified, the existing tasks are not achieved at previous stages, it is necessary to decide on the transition to the next stage regulation (sixth stage); if no problems are identified, tasks are generated achieved in the previous stages, a decision should be made to move to the stage determining the need for crisis management of the operating room activities at industrial enterprises (seventh stage).

During the implementation of the sixth stage, regulation is carried out that involves the detection of errors in the process of determining the factors influencing efficiency of operational activity and crisis management of operating room activities of industrial enterprises. Identified problems, shortcomings, deviations, failures in achieving tasks in the previous stages are possible neutralize, eliminate, correct through development and implementation appropriate measures. The regulation is also aimed at maintaining interaction stages of the system for determining the factors of influence, the study of changes that occur and their timely elimination, which will identify groups factors that are specific to industrial enterprises and take them into account when development of the concept, tools of crisis management of the operating room activities.

At the seventh stage, the results are summarized and the stage consists of two blocks. The first block is to determine the need for implementation of anti-crisis management of operational activities in industrial enterprises, which is done in accordance with the results obtained on previous stages, selected groups of influencing factors, identification of threats, crisis phenomena that affect the results of operating activities and anti-crisis management of the operational activities of the signaling enterprise about expediency of realization of anti-crisis management. So, on the basis of generalization of results, ie identification and evaluation of factors influencing efficiency of operational activity and crisis management of operating room activities of industrial enterprises, the establishment of factors that to a greater extent affect and may cause threats, crisis phenomena should

decide on their neutralization, development of ways to reduce negative impact and consideration in the development of the concept of crisis management, formation of anti-crisis measures in operational activities enterprises.

Regarding the second block, ie ways to reduce the negative impact certain groups of factors and their subgroups on the effectiveness of operational activities and crisis management of industrial operations enterprises, the main focus should be on improving performance operational activities, improving the process of crisis management operational activities, the work of a special unit, sufficiency resource provision, coherence of production, sales activities use of tools, methods of crisis management, interaction of all types of activity of industrial enterprises, establishment links between development strategy, enterprise management system and operational activities, crisis management, use information support, hiring skilled workers, allocation of financial resources, introduction of modern technologies in production and sale of products, concluding contracts with suppliers.

It is a study of the work, the conditions of industrial operation enterprises allowed to identify the above groups of factors and implement them division into subgroups, which, in turn, will allow their enterprises take into account in further work, solve problems, implement the concept crisis management, choose the right system, mechanism, strategy anti-crisis management of operational activities, successfully use them. In in general, all this will allow businesses to restore operating efficiency activities and successfully overcome the crisis.

Theoretical and methodological principles of using the system are formed the identification of factors influencing the effectiveness of crisis management operational activities of industrial enterprises provided separation factors of influence, construction of sequence of their definition and their timely consideration will allow for anti-crisis management, increase effectiveness of operational activities, to overcome the first manifestations of the crisis phenomena, to form measures to neutralize the negative impact of factors. All that will maintain the stability of operational activities and in a timely manner identify the need to use crisis management tools.

### Conclusions

On the basis of the results of the research the theoretical methodical bases of use of system of definition of factors of influence on the effectiveness of crisis management of industrial operations enterprises. This system is built using process, system, factor, functional approaches, features of work of industrial enterprises and identified three groups of factors that affect the efficiency of operational activities, the effectiveness of anti-crisis management, cause the emergence of crisis phenomena in operating activities. Theoretical and methodological principles cover a set of actions for the separation of groups factors and taking into account their impact, and allow timely identify, prevent crises, develop ways neutralize the negative impact of factors. The practical value of this approach also consists in the fact that it allows to form ways of overcoming crisis phenomena in operating activities, determine the need for use crisis management tools that will guarantee efficiency sales, production activities.

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