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FORMATION AND IMPLEMENTATION OF THE MECHANISM OF ANTI-CRISIS MANAGEMENT OF OPERATIONAL ACTIVITIES OF INDUSTRIAL ENTERPRISES IN CRISIS CONDITIONS

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management, operational activity,
crisis, effectiveness

The article is devoted to the study of the need for anti-crisis management of the activities of enterprises in the conditions of the negative influence of factors of the market environment, the emergence of a crisis. It was determined that crisis phenomena affect the efficiency of enterprises through the indicators of operational activity, which influences the level of their profitability, and timely diagnosis, identification, and overcoming of the crisis are expedient. The advisability of anti-crisis management of the operational activities of enterprises has been clarified, which will allow to neutralize opportunely the negative influence of external factors, eliminate the threats and risks, as well as the need for the development and implementation of anti-crisis management tools. A mechanism of anti-crisis management of the operational activities of industrial enterprises is proposed, which performs the main role in the implementation of management, lets to develop methods, directions, ways of preventing and overcoming the crisis. Complex, situational, integration approaches were used to build the management mechanism, interaction with enterprise systems was taken into account. The advantage of the anti-crisis management mechanism is that it consists of interconnected elements, stages, and its realization permits for diagnosis, preservation, identification, prevention, overcoming of crisis phenomena in operational activities, to develop anti-crisis measures by considering the state of operational activities. It was determined that the implementation of the anti-crisis management mechanism will ensure an increase in the efficiency of operational activities in the short term, and will allow establishing the need to perform the strategy of anti-crisis management of operational activities. A scheme for interpreting the results of the assessment of production and sales activities, determining the effectiveness of the anti-crisis management mechanism has been formed, which allows defining the effectiveness of its use, obtaining the desired effect and developing appropriate corrective measures for the further use of the mechanism.

ФОРМУВАННЯ ТА ВПРОВАДЖЕННЯ МЕХАНІЗМУ АНТИКРИЗОВОГО УПРАВЛІННЯ ОПЕРАЦІЙНОЮ ДІЯЛЬНІСТЮ ПРОМИСЛОВИХ ПІДПРИЄМСТВ В КРИЗОВИХ УМОВАХ ФУНКЦІОНУВАННЯ

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Ключові слова:

антикризове управління,
механізм антикризового
управління, операційна
діяльність, криза,
результативність

Стаття присвячена дослідженню необхідності антикризового управління діяльністю підприємств в умовах негативного впливу факторів ринкового середовища, виникнення кризи. Визначено, що кризові явища впливають на ефективність роботи підприємств через показники операційної діяльності, що позначається на рівні їх прибутковості та доцільним є своєчасна діагностика, ідентифікація, подолання кризи. З'ясовано доцільність антикризового управління саме операційною діяльністю підприємств, що дозволить своєчасно нейтралізувати негативний вплив факторів зовнішнього середовища, ліквідувати загрози та ризики, а також необхідність розробки і впровадження інструментів антикризового управління. Запропоновано механізм антикризового управління операційною діяльністю промислових

підприємств, який виконує основну роль у здійсненні управління, дозволяє розробити способи, напрямки, шляхи попередження і подолання кризи. Для побудови механізму управління використано комплексний, ситуаційний, інтеграційний підходи, враховано взаємодію із системами підприємства. Перевагою механізму антикризового управління є те, що він складається із взаємопов'язаних елементів, етапів та його реалізація дозволяє здійснити діагностику, профілактику, ідентифікацію, попередження, подолання кризових явищ в операційній діяльності, розробити антикризові заходи шляхом врахування стану операційної діяльності. Визначено, що впровадження механізму антикризового управління забезпечить підвищення ефективності операційної діяльності в короткостроковому періоді, дозволить встановити необхідність реалізації стратегії антикризового управління операційною діяльністю. Сформовано схему інтерпретації результатів оцінки виробничої і збутової діяльності, визначення результативності механізму антикризового управління, що дозволяє визначити ефективність його використання, отримання бажаного ефекту та розробити відповідні коригуючі заходи щодо подальшого використання механізму.

Statement of the problem

The market environment has a negative impact on the efficiency of industrial enterprises, which affects the indicators of operational activity and the level of profitability. There is a need to implement anti-crisis management of operational activities in order to diagnose, prevent and neutralize the negative impact of environmental factors and crisis phenomena. In order to ensure the effectiveness of management, it is advisable to form and implement anti-crisis management tools, which will allow diagnosis, prevention, identification, overcoming of crisis phenomena in operational activities, and determination of possible problems. Therefore, it is expedient to use the mechanism of anti-crisis management of the operational activities of industrial enterprises, which will permit to increase the efficiency of activities, to form anti-crisis measures.

Analysis of recent studies and publications

Issues of formation, implementation of the mechanism of anti-crisis management at enterprises, implementation of anti-crisis management, peculiarities of management of operational activities are investigated in the works of domestic scientists-economists. In particular, in the work of Amosov O. Yu., Didenko N. V., Lebedeva K. Yu. an algorithm for introducing organizational changes at the enterprise is introduced, the stages of the anti-crisis management mechanism are defined [1, p. 34–36] and Mostenska T. L., Yurii E. O. analyzed the procedure, tools of anti-crisis management [11, p. 66–71]. A mechanism of anti-crisis financial management and stages of anti-crisis management are proposed by Bilomistna I. I., Bilomistnyi O. M., Kramska M. S. [2, p. 91–95]. In the work of Havrylenko T. V., Vitko V. Iu. the mechanism of ensuring anti-crisis activity is also analyzed [5, p. 102–103]. Group of authors Voskoboyeva E. V., Romashenko O. S. considered the basic principles of anti-crisis management, the anti-crisis program of the enterprise [4, p. 88–91] and Makhovka V. M. investigated the methods and functions of anti-crisis management [10, p. 220–224].

In addition, the group of authors Hasanov S. S., Shtanhret A. M., Kotliarevskiy Ya. V., Melnykov O. V., Minaieva T. S. studied the theoretical and applied aspects of anti-crisis corporate management [6] and Cherep A. V., Korgenevskaya V. N. investigated the importance of anti-crisis management for enterprise activity [16, p. 19–23].

The author Volkova M. V. regarded the peculiarities of using the functional structure of the operating system at the enterprise [3, p. 26–28] and Sarychev D. O. investigated the features of managing the effectiveness of operational activities [15, p. 138–142].

Heleveria Ye. M., Sumets N. V. proposed an anti-crisis management algorithm [7, p. 244–247], as well as the mechanism of anti-crisis management at enterprises is considered in the works of Zveruk L. A., Davydenko N. M. [8, p. 71–74], Malchyk M. V., Oplachko I. O. [9, p. 143–147], Ostapenko L. S. [12], Pohrebniak A. Iu. [13, p. 303–309], Sak T., Yushchyshyna L. [14, p. 68–73].

However, there is no comprehensive approach to the formation and implementation of the mechanism of anti-crisis management of operational activities of industrial enterprises, its practical significance for enterprises is not defined. There is also no scheme for interpreting the results of the assessment of production and sales activities, determining the effectiveness of the mechanism of anti-crisis management of operational activities, which confirms the relevance of the study.

Objectives of the article

The purpose of this work is the formation of a mechanism for anti-crisis management of operational activities of industrial enterprises; development of a scheme of interpretation of the results of the assessment of production and sales activities, determination of the effectiveness of the mechanism of anti-crisis management of operational activities.

The main material of the research

Industrial enterprises function under the conditions of variability of the market environment, which affects the efficiency of their activities through the state of operational,

financial, and investment activities. However, the level of profitability of the enterprise depends on the effectiveness of operational activities, which are constantly affected by crisis phenomena and threats. Accordingly, there is a need to implement anti-crisis management of operational activities, which will allow timely detection and neutralization of the influence of the market environment. In order to increase the efficiency and effectiveness of anti-crisis management of operational activities, there is a need to develop and implement appropriate tools that will allow effective management decisions, create anti-crisis measures, and raise the effectiveness of production and sales activities.

Based on the results of the conducted research, it should be noted that most scientists consider the theoretical, practical, methodical significance of the anti-crisis management mechanism, the development of anti-crisis measures, and the negative impact of the market environment. Respectively, there is no anti-crisis management mechanism in operational activities, and its practical importance has not been specified. During the development of the mechanism of anti-crisis management of operational activities, it is advisable to take into account the state of operational activities, the emergence of threats of crisis phenomena.

Considering the above, a mechanism of anti-crisis management of operational activities of industrial enterprises (MAMOAIE) is proposed, which is built by using complex, situational, integration approaches, taking into account interaction with enterprise systems and consists of interconnected elements, stages (Fig. 1). The application of the approach will provide diagnosis, prevention, identification, preservation, overcoming of crisis phenomena in operational activities, allows to develop anti-crisis measures for production and sales activities based on taking into account their condition, will guarantee an increase in the efficiency of operational activities in the short term, determine the need to implement an anti-crisis management strategy of the operational activity.

The main advantages of MAMOAIE are as follows: taking into account the sectoral features of the operational activities of enterprises; detailing the procedure for implementing anti-crisis management of the operational activities of enterprises; clarity of definition of expected results; the possibility of identifying problems in the operational activities of the enterprise; considering the influence of internal and external environmental factors; formation of anti-crisis measures in operational activities; in accordance with the state of operational activity and the level of influence of threats of crisis phenomena. The use of such an anti-crisis management mechanism will allow machine-building enterprises to take timely measures to restore and improve the indicators of production and sales activities and avoid the situation of deterioration of the efficiency of functioning by means of timely analysis of factors of the external and internal environment, identification of threats of crisis phenomena.

MAMOAIE is based on the observance of complex, situational, integration approaches. The use of these approaches will make it possible to form methodological principles for the implementation and realization of the

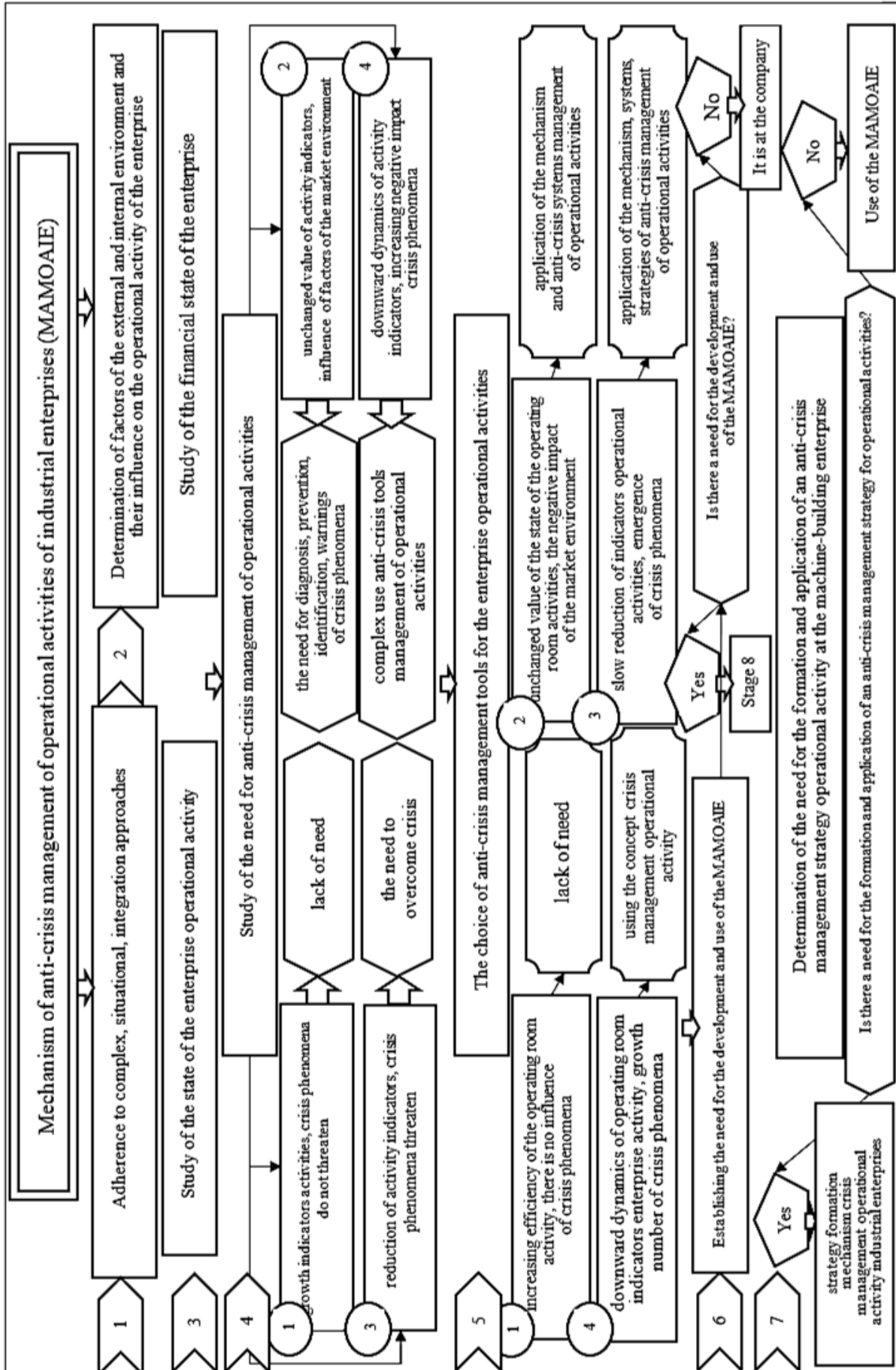
mechanism of anti-crisis management of operational activities, will ensure the consistency of actions, processes, coherence of work, the achievement of increasing the efficiency of operational activities and will affect the implementation of the strategy of anti-crisis management of operational activities.

An important stage of MAMOAIE is the determination of factors of the external and internal environment and their impact on the operational activities of the enterprise. Based on the results of the study, the following groups of factors were formed, namely: factors influencing the efficiency of the operational activity of industrial enterprises; factors influencing the effectiveness of anti-crisis management of operational activities of industrial enterprises; factors leading to the occurrence of crisis phenomena in the operational activities of industrial enterprises. The specified factors will be taken into account when using the anti-crisis management mechanism, which will allow a thorough analysis, timely neutralization of the influence of these factors and the formation of measures to avoid crisis phenomena.

It is important to study the state of the company operational activity, that is, to calculate indicators to assess the effectiveness of operational activity. It is necessary to carry out a SWOT-analysis, which will allow to determine the strengths and weaknesses, threats and opportunities specifically in operational activities. The results of a successful analysis will permit to make the right management decisions and take into account the information when determining the need for implementing anti-crisis management of operational activities. In addition, it is envisaged to carry out a study of the financial state of the enterprise, which will contribute to the assessment of the effectiveness of the activity, the identification of problems in functioning, the identification of signs of crisis phenomena, and the establishment of the advantages of the activity.

The next step is to study the need for anti-crisis management of operational activities. In order to carry out such a research, an analysis is performed in two directions, namely: assessment of the results of the financial and economic activity of the enterprise (financial stability, solvency, business activity, profitability); assessment of the efficiency of the enterprise operational activity. Depending on the obtained results of the study, a decision is made about the need or lack thereof in the implementation of anti-crisis management of operational activities.

Having determined the need to realize anti-crisis management of operational activities, you can proceed to the stage of choosing tools for anti-crisis management of operational activities of the enterprise. Among the tools of anti-crisis management of operational activities, we propose to highlight the following: mechanism of anti-crisis management of operational activities; system of anti-crisis management of operational activities; the mechanism of forming the strategy of anti-crisis management of operational activities. According to the state of operational efficiency of the enterprise and the level of threats of crisis phenomena, a decision is made to choose one or another anti-crisis management tool. We



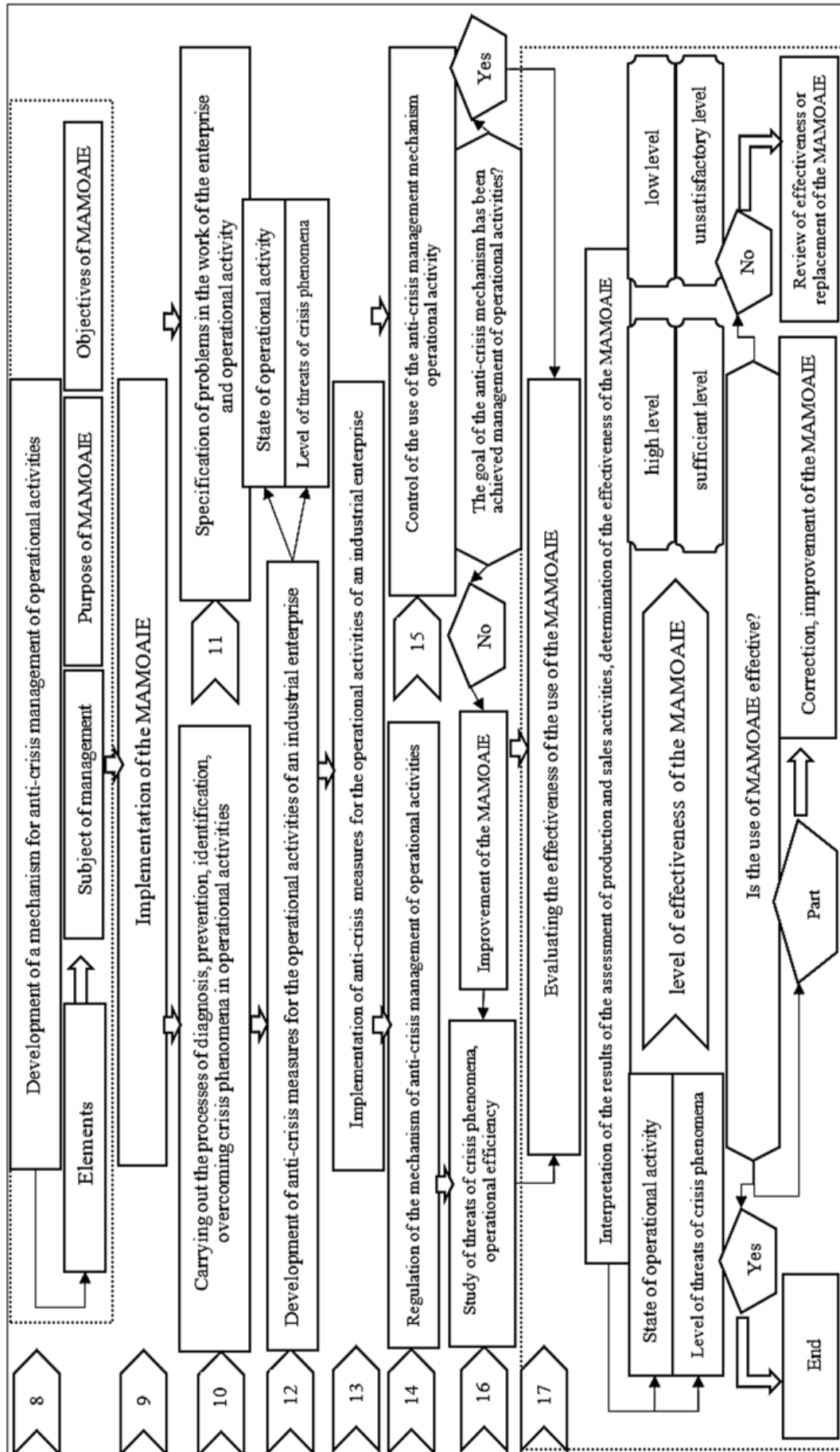


Fig. 1 – The structure of the mechanism of anti-crisis management of operational activities of industrial enterprises

Note: suggested by the author

note that the implementation of anti-crisis management tools at machine-building enterprises will have a positive effect and ensure the achievement of the desired result.

Next, the need to develop and use MAMOAIE should be established. If it is found that the enterprise has weaknesses, threats, there has been a decrease in the efficiency of operational activities and general results of financial activities, a negative influence of internal and external environmental factors is observed, a decision is made about the need to develop and use the anti-crisis management mechanism and its further implementation. However, if the enterprise has steadily growing indicators of its financial condition, production and sales activities, is functioning successfully and the anti-crisis management mechanism is already in use, then there is no need to form a new mechanism.

The stage of defining the need for the formation and application of an anti-crisis management strategy for operational activities at the machine-building enterprise is also important. We believe that in order to ensure the growth of indicators of production and sales activity, to counteract the threats of crisis phenomena, to increase the effectiveness of the activities of enterprises, along with the application of MAMOAIE, it is appropriate to use the anti-crisis management strategy. Therefore, taking into account the results of the assessment of the indicators of the financial and economic activity of the enterprise, the efficiency of operational activity and the level of threats of crisis phenomena, a decision is made about the need to develop and use the strategy of anti-crisis management of operational activities. Under the condition of growth of operational activity indicators, absence of threats of crisis phenomena, there is no need to apply the strategy and the mechanism of anti-crisis management of the operational activities of the enterprise should be used.

Having determined the need to use MAMOAIE, it is advisable to proceed to the stage of mechanism development. At this stage, the mechanism is planned and organized. In addition, the mechanism of anti-crisis management of operational activities is absent at the enterprise, and therefore its formation is a necessary condition.

Taking into account the need to use MAMOAIE, during its development, the management subject should be determined, that is, a special department for anti-crisis management of operational activities. This department will be responsible for the use of the mechanism of anti-crisis management of operational activities, must contain qualified employees who are knowledgeable in the implementation of anti-crisis management. At the same time, management subjects have an influence on the researched management object and there is a feedback relationship between them.

Before using the anti-crisis management mechanism, it is necessary to clarify its goals, which ensure effective work. Among the main purposes of MAMOAIE, we include the following: creation of conditions at the enterprise for the use of the mechanism; coherence of work of all stages of the mechanism; data exchange with the crisis management system; creation of prerequisites for the implementation of the strategy of anti-crisis

management of operational activities; achieving the goal in the short term; making management decisions and their further realization in the anti-crisis management system; interaction with the enterprise management system, operational activity management system, enterprise anti-crisis management system; preventing the emergence of crisis phenomena in sales and production activities and taking into account the state of operational activities; constant research of the market environment, crisis phenomena; development of anti-crisis measures for operational activities and their use; ensuring the overcoming of crisis phenomena.

We also formed the purpose of MAMOAIE, which is to provide diagnostics, identification, prevention, overcoming crisis phenomena in operational activities, the formation of anti-crisis measures for production and sales activities, the organization of effective anti-crisis management of the operational activities of machine-building enterprises in the short term, increasing the level of supply, production activity, sales activities, determination of needs in the implementation of the anti-crisis management strategy.

The implementation stage of MAMOAIE is important. It is assumed that the use of the mechanism of anti-crisis management of operational activities will be carried out at machine-building enterprises during the short-term period and ensure the achievement of the desired results, subject to compliance with the specified chronology of stages. The process of realization the mechanism will be handled by a special department for anti-crisis management of operational activities, which will monitor all its stages. Also, before implementing the mechanism, it is adjusted as necessary.

We believe that in the process of using the mechanism of anti-crisis management of operational activities, it is necessary to carry out the processes of diagnosis, prevention, identification, overcoming of crisis phenomena in operational activities, which aims to analyze the effectiveness of the actions of the factors of the market environment that affect the indicators of production and sales activities, identification of crisis phenomena, implementation of anti-crisis measures to overcome them, increase in the effectiveness of operational activities.

An important role in the successful use of the mechanism of anti-crisis management of operational activities is played by the specification of problems in the work of the enterprise and operational activities (Fig. 2). Their definition is carried out based on the results of the implementation of the processes of diagnosis, prevention, identification, overcoming crisis phenomena in operational activities and will allow to focus attention on coping with them during the realization of anti-crisis management of operational activities, to make effective management decisions, and not to improve those areas of the enterprise where no problems. During the use of the anti-crisis management mechanism, a mandatory stage is the study of the specified problems, their consideration and the adoption of measures to overcome them in order to increase the efficiency of operational activities, to obtain the desired result from the implementation of anti-crisis management [17].

Based on the results of summarizing the list of problems in the enterprise work and operational activities, we can proceed to the stage of developing anti-crisis measures for the operational activities of the industrial enterprise. Before starting this stage, it is necessary to take into account the results of the stage of the validity of the formation of anti-crisis measures of the operational activity of industrial enterprises, which is carried out at the level of the anti-crisis management system. During the development of anti-crisis measures for operational activities, the state of operational activities, the level of threats of crisis phenomena should be considered, which will permit effective measures to be taken to overcome the crisis. Taking into account the above-mentioned criteria, the following set of anti-crisis measures of operational activity at industrial enterprises was proposed: increase in the efficiency of operational activity, no impact of crisis phenomena – a raise in the effectiveness of production and sales activity is observed, and it is advisable to implement preventive measures, i. e. current analysis of the state of operational activity, research on the impact of relevant factors, as well as monitoring the general state of the enterprise, which will allow to detect the first signs of crisis phenomena; the unchanged value of the state of operational activity, the negative influence of the market environment, which can cause the threat of crisis phenomena – the emergence of minor problems in production and sales activities is noticed, and it is needed to improve the efficiency of management of operational activities, analyze the variability of factors of the market environment, develop promising directions for increasing the efficiency of production and sales activity, identification of reserves before their development; slow reduction of operational activity indicators, the appearance of crisis phenomena – there is a decrease and

further deterioration of the effectiveness of production and sales activities, and it is advisable to implement strategic management of operational activities, adjust strategic plans for its development, implement modern methods of anti-crisis management of production and sales activities, identify strengths, opportunities regarding the restoration of operational activities, realization of production restructuring; downward dynamics of the company operating performance indicators, an increase in the number of crisis phenomena – there is a threat of stopping production, loss of product sales channels, can lead to unprofitable activity, and therefore it is expedient to find financial resources, take immediate measures to restore operational activity, restructure all spheres of activity, structural changes in management, engagement of external consultants on management of operational activities, use of company reserves, as well as production of new types of products, diversification of production, active promotion of product sales, replacement of raw materials and materials, conclusion of new contracts with suppliers, transformation of the logistics system, expansion of production facilities capacities, changing the organization of production, forming a new price policy, improving settlements with consumers. Timely application of anti-crisis measures in the operational activities of enterprises, depending on its condition and the level of threats of crisis phenomena, will prevent their occurrence in operational activities, neutralize the impact, avoid the situation of cessation of production and sales activities, and increase productivity. In addition, the specified list of anti-crisis measures in operational activity can be expanded for each individual machine-building enterprise depending on the state of operational activity, the level of threats of crisis phenomena, the specifics of functioning and the time required for implementation.

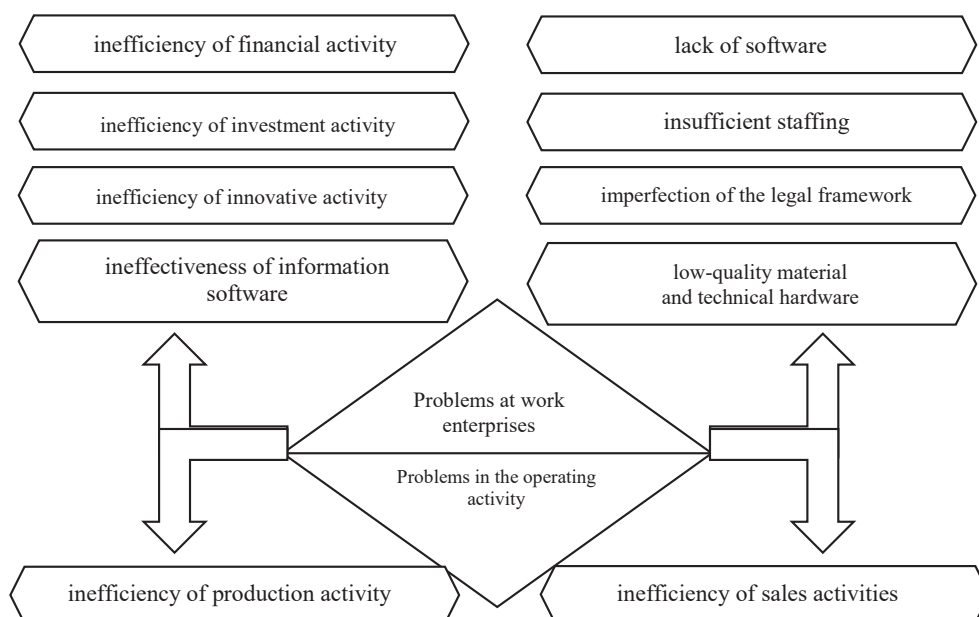


Fig. 2 – Determination of problems in the work of the enterprise and operational activities of the enterprise

Note: generated by the author

Then there is the stage of realization of anti-crisis measures for the operational activities of the industrial enterprise. Having chosen a set of anti-crisis measures by taking into account the state of operational activity, the impact of crisis phenomena, their implementation takes place at the machine-building enterprise, as well as expansion if necessary.

The stage of regulation of the anti-crisis management mechanism of the company operational activities is important, and accordingly, the mechanism is improved if deficiencies are identified in the process of its use. There is also the possibility of correcting all stages of the anti-crisis management mechanism, determining the degree of achieved goals, maintaining normal functioning, identifying deviations, current problems, forming and implementing effective solutions for their elimination, strengthening ties between stages.

Such a stage of MAMOAIE as control of the use of the anti-crisis management mechanism of the enterprise operational activities should be considered. It should be used to control the results of the application of the mechanism, the degree of achievement of the goal and objectives, conduct a preliminary assessment of the effectiveness of the use of the mechanism, and compare the obtained results with the planned ones. Achieving the desired result is a confirmation of the completion of the application of the mechanism of anti-crisis management of operational activities and further evaluation of the results, but in the event of further effects of crisis phenomena, deterioration of the efficiency of operational activities, i. e. unchanged value, slow reduction of indicators, downward dynamics of indicators, then the mechanism should be improved and further use.

After improving MAMOAIE, the stage of researching the threats of crisis phenomena, the efficiency of the enterprise operational activities should be carried out. It

is assumed that it is appropriate to evaluate the indicators of operational activity, that is, a detailed study of the state of production and sales activities after improving the anti-crisis management mechanism, establishing the effect of crisis phenomena, the negative impact of internal and external environmental factors. This stage is the penultimate one, and based on its results, a decision is made about the effectiveness of the anti-crisis management mechanism in the short term after corresponding improvement.

The last stage is the evaluation of the effectiveness of using MAMOAIE. The result of the use of MAMOAIE is the implementation of a set of measures for diagnosis, prevention, identification, overcoming crisis phenomena in operational activities, stabilization of production and sales activities, ensuring the growth of their effectiveness. At the same time, the effectiveness of the use of the anti-crisis management mechanism is reflected in achieving the desired state of operational activity, reducing the level of threats of crisis phenomena, their elimination, neutralization. A group of indicators should be used for performance assessment. Based on the results of the evaluation, a decision is made about the high level of effectiveness of the anti-crisis management mechanism, subject to achieving results, or its sufficient, low, unsatisfactory level, provided that the desired effect is not obtained. If the desired effect is not obtained, correction, improvement, effectiveness analysis or replacement of the anti-crisis management mechanism is carried out. Achieving the expected results shows that there is no need to use the anti-crisis management mechanism.

Within the framework of this stage, a scheme for interpreting the results of the assessment of production and sales activities, determining the effectiveness of the anti-crisis management mechanism, which establishes the relationship between the state of operational activity and the level of threats of crisis phenomena, is established, i. e. we have the following (Fig. 3): a stable state of

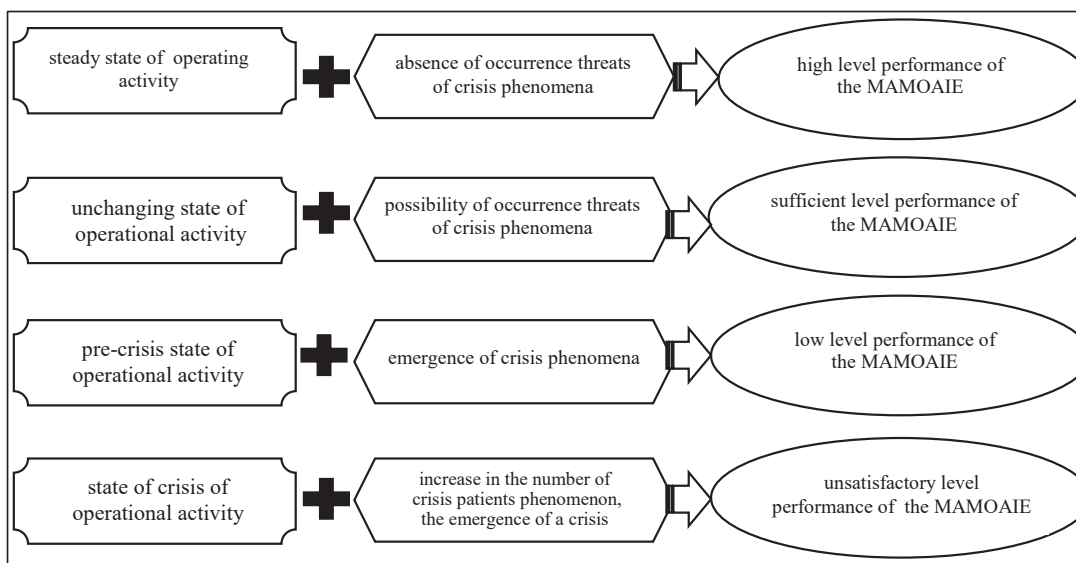


Fig. 3 – Scheme of interpretation of the results of the assessment of production and sales activities, determination of the effectiveness of the mechanism of anti-crisis management of the operational activities of enterprises

Note: generated by the author

operational activity is conditions of the absence of threats of crisis phenomena, which indicates a high level of effectiveness of MAMOAIIE – it is advisable to maintain the efficiency of operational activities, predict the impact of crisis phenomena, there is no need for further use of the anti-crisis management mechanism; we have an unchanged state of operational activity under the condition of the possible emergence of threats of the appearance of crisis phenomena, which indicates a sufficient level of effectiveness of MAMOAIIE – to detect such a state, an additional analysis of the indicators of production and sales activity should be carried out, review the possibility of correction, further use of anti-crisis management tools and apply some of them; the pre-crisis state of operational activity is formed under the condition of the occurrence of crisis phenomena, which indicates a low level of effectiveness of MAMOAIIE – there is a noticeable deterioration of activity indicators, it is advisable to further use all anti-crisis management tools, their improvement, and the implementation of appropriate anti-crisis measures; the crisis state of the enterprise operational activity occurs under the condition of an increase in the number of crisis phenomena, the emergence of a crisis, which indicates an unsatisfactory level of effectiveness of MAMOAIIE – the threat of stopping production and sales activities, deterioration of all spheres of activity, and it is expedient to review the effectiveness of the mechanism or its replacement, adjust anti-crisis measures [17].

The proposed MAMOAIIE provides diagnosis, prevention, identification, warning, overcoming of crisis phenomena in operational activities at selected machine-building enterprises, development of anti-crisis measures for operational activities depending on the level of threats of crisis phenomena and the state of activity, effectiveness of sales and production activities in the short term. Its use will improve the state of operational activity, which will affect the functioning of the enterprise. The use of the anti-crisis management mechanism allows you to make effective management decisions, determine the need to implement the strategy of anti-crisis management of operational activities.

Thus, the proposed mechanism of anti-crisis management of the operational activities of industrial enterprises consists of interrelated elements, stages, the implementation of which allows to identify existing problems in the enterprise activities, to form anti-crisis measures, and to determine ways to increase the efficiency of operational activities. Within the framework of the mechanism, it is envisaged to determine its effectiveness by analyzing a group of indicators and interpreting the results of the assessment of production and sales activities, determining the effectiveness of the mechanism by establishing the relationship between the state of operational activity and the level of threats of crisis phenomena, which allows making a decision on its further use. In addition, when forming a set of anti-crisis measures, the state of operational activity and the level of threats of crisis phenomena were taken into account, which made it possible to form effective measures that are effective for overcoming the crisis.

Conclusions

Based on the results of the research, a mechanism of anti-crisis management of the operational activities of industrial enterprises is proposed, which was developed on the basis of the use of complex, situational, integration approaches, taking into account interaction with enterprise systems. The formed anti-crisis management mechanism consists of a set of interrelated elements, stages, the implementation of which allows for diagnosis, prevention, identification, overcoming crisis phenomena in operational activities, to develop anti-crisis measures to increase the efficiency of operational activities. As part of the mechanism, it is envisaged to determine the effectiveness of the mechanism by establishing the relationship between the state of operational activity and the level of threats of crisis phenomena. A scheme for interpreting the results of the assessment of production and sales activities, defining the efficiency of the mechanism of anti-crisis management of operational activities, which makes it possible to establish the effectiveness of its use, to develop corrective measures for the further use of the mechanism, has also been formed.

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