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## CRISIS MANAGEMENT OF FOOD ENTERPRISES

In the article the essence of crisis management of Ukrainian food enterprises is considered in the conditions of economic transformations, the features of display of crisis and influence of factors of external and internal environment are certain on development of crisis, importance of the preventive adjusting of crisis displays for providing of food security and ant crisis events for food enterprises.

**Keywords:** crisis management, food security, food enterprises, reasons of crisis, strategy of development.



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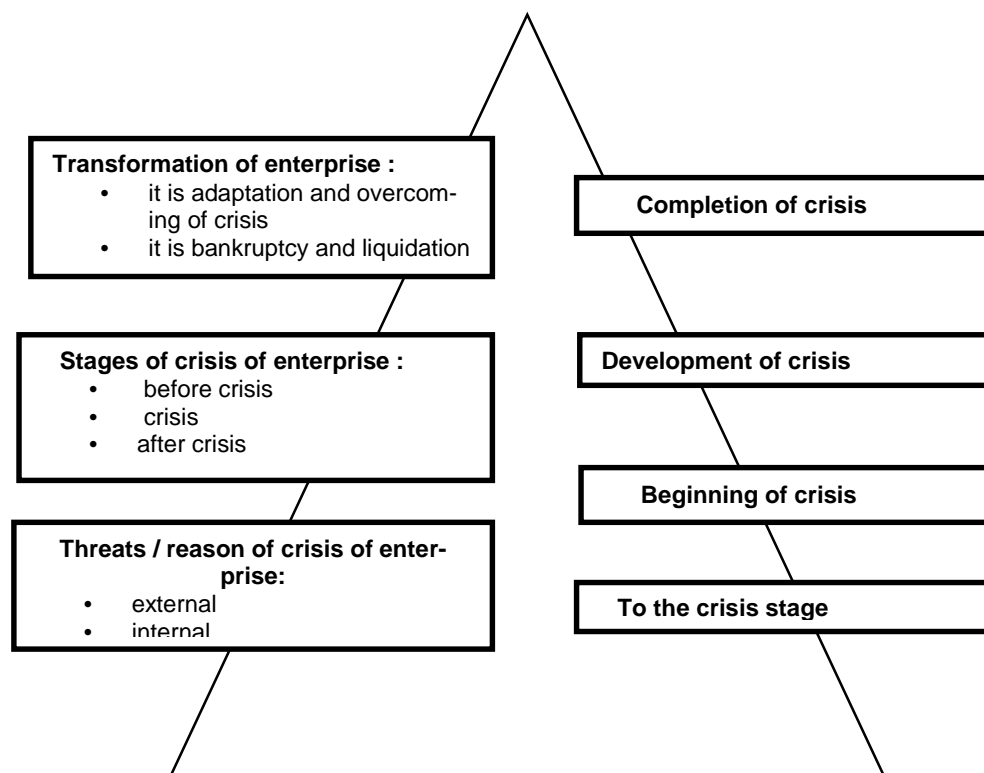
**Statement of the problem and its connection with important scientific and practical tasks.** Withdrawal of food enterprises from the economic crisis is one of the most relevant issues of the modern world. As a result of the financial instability in Ukraine during 2014-2016 the production of food products and beverages at Ukrainian enterprises reduced their financial indicators, financial state of the workers of the enterprises declined, the share of all-fashioned equipment increased, etc. One reason for this is the lack of sufficient scientific substantiation of management methods of enterprises in terms of instability. This situation can be changed by the application of scientific and methodological foundations of crisis management of food enterprises as the basis of formation the system of food safety of the country.

**The analysis of the latest publications on the problem.** The great contribution into the theory and practice of provision the food safety of the country was made by V.I. Vlasov, G. M. Kaletnik, S.M. Kvasha, I.I. Lukinov, P.T. Sabluk and others. A large number of domestic scientific developments are devoted to the state regulation of the agricultural sector and finding ways of bringing food enterprises out of crisis. Among them there are famous domestic scientists V.Y. Ambrosov, G.O. Andrusenko, V.G. Andriychuk, P.I. Gayduk, L.V. Deineko, P.M. Makarenko, O.M. Onischenko, V.V. Yurchishin and others. Theoretical-methodological and applied aspects of crisis management were formed in the works of foreign and domestic scientists E. Altman, U. Biver, I. Romane, E.J. Taffler, M. Hamer, G. Franson, I.A. Blank, L.O. Ligonenko, O.I. Linnik, O.M. Skibitsky, O.O. Tereschenko, A.D. Chernyavsky, Z.E. Shershnyova etc. Now there is a bigger need in highlighting the issues of creation the effective mechanisms of crisis management of food enterprises of Ukraine to improve their

competitiveness in the world markets and ensure food safety. Proposed methodical approaches require clarification for the food enterprises of Ukraine on the basis of constant monitoring of current economic transformations.

**Forming of the aims of the research.** The aim of the article is the analysis of the results of food enterprises activity in Ukraine, estimation of the possibility of crisis expediency and relevance of crisis management of food enterprises of Ukraine.

**Giving an account of the main results and their substantiation.** Crisis management is stipulated by the cyclic nature of the functioning of the economy, the emergence of crisis situations in the development of socio-economic systems at macro and micro levels. Enterprises that adapt to the changing conditions thrive and can exist for a long time, but inflexible ones cannot stand the competition and are liquidated. For each economic entity there is a limit to the volume of activity which depends on demand and market share of the enterprise. In this case the same management decisions can be stimulators of development and factors of restraining the growth. Prevention of crisis and smoothing the effects of the crisis in the enterprise's activity are the most important issues of crisis management [1, p. 26; 2, p. 75]. A crisis means the aggravation of contradictions in the socio-economic mechanism of functioning of the system threatening its viability is understood as crisis [3, p. 16]. A crisis situation occurs at the critical stage of functioning of any system when the system is influenced by such external and internal factors that can lead to its destruction or collapse. To external sources of crisis situations natural, economic, productive, technical, financial, economic and social ones belong [2, p. 14]. In pic. 1 we present the connection of crisis with the development of the enterprise.



**Fig.1 – Connection of crisis is with development of enterprises** [it is made by the author]

The main reasons of crisis situations are [2, p. 16; 4, p. 63]:

- insufficient level of scientific knowledge about the possibility of overcoming the crisis;
- certain level of expropriation or disfunction in the functioning of the economic and socio-political mechanisms;
- random deviations and/or omissions of the performers (engineering, management, political, environmental, etc.);
- criminal acts against individuals, organizations, enterprises, public.

The main causes of crises in the food industry include the following:

- financial and economic state in the country that complicates the functioning of the food enterprises, insolvency, rapid reduction of the investments, the price disparity, instability of the Ukrainian UAH, imperfect

tax, depreciation, credit policy [5, p. 147];

- unprofessional management which leads to inefficient decision-making at all levels, unreasonable development strategy and management of food industry, poor management of staff;

- competition for the markets, the displacement of domestic production by imported goods and others.

We believe that shifts in the food industry occur mainly under the influence of exogenous factors: globalization, aggravation of food problems, corporatization, agro holdings, increase of food consumers in the world, increasing demands regarding quality and ecology security of food products on the global and European food markets [6, p. 32].

The conducted researches of activity of food enterprises has shown that their financial results have deteriorated significantly from the profit of 10421,2 thousand UAH in 2012 to losses since 2014 (table 1).

Table 1

**Financial results to taxation and profitability of operating activity of enterprises which the production of food products, made drunk and tobacco wares in 2012 – 2016 \***

Years	Financial results (balance), million hrn.	Amount of enterprises (% to the general amount) that got		Level of profitability (unprofitableness), %
		a profit	a loss	
2016	-2683,0	69,2	30,8	3,8
2015	-14600,5	72,3	27,7	3,0
2014	-14723,6	62,4	37,6	5,1
2013	9447,9	62,9	37,1	6,1
2012	10421,2	61,7	38,3	6,4

\*calculated by the author based on the sources [7]

Profitability during that period reduced almost by half and the trend is negative [7].

We will highlight the effects of globalization processes on functioning and development of food enterprises [6, p. 33]:

- increase in share of unprofitable enterprises (during 2012-2016 up to 30.8 %);
- decline of overall (i.e. all types of production and economic activities) profitability as a consequence of deterioration of business environment;
- reduction of the number of enterprises that operate with production and economic activities and strengthening of their polarization: at one pole entities are concentrated which increase the scale of production and earn high profits, and at the other one – those which coagulate economic activity and it is accompanied by the increased loss and accelerating their entry into the high risk zone, economic and technological bankruptcy;
- aggravation of competition for the extension of raw materials areas, deepening of the economic relations, strengthening of the technical relations with producers accompanied by the exclusion of enterprises from the agricultural-food chain which were left without suppliers of agricultural products, etc.

The risk of transition into the phase of crisis depends on the development rhythm of the certain enterprise that frequently does not coincide with the rhythms of the region, country or other enterprises that have their own rhythms and cycles of development. It complicates crisis management of the enterprise [8, p. 268].

But the transition from one stage of life cycle of the enterprise to another is predictable. Tools of life cycle allow to evaluate what stage is the enterprise at to make the decision to change the production program, to improve the technology of work organization. During the crisis the management problem is the most important [2, p. 16].

High competence of managers in such conditions on the one hand gives you the opportunity to influence the development of certain crisis processes, and on the other hand – demands high quality of management. The development of the crisis can cause two variants of the final result of the actions of management: bankruptcy or overcoming the crisis.

Phases and stages of the crisis development are: the first phase – the stages of shock and rollback, the second phase – the stages of adaptation and comprehension of the situation [9, p. 70].

Often crisis situations in the development of the enterprise cannot be eliminated. They occur as objective phenomena reflecting the cyclical nature of socio-economic systems. But the severity of crises can and should be eliminated regarding to their features and also recognizing their approach in a timely manner. It is achieved only with the help of crisis management [10, p. 3].

We agree that under crisis it is necessary to understand the management that can prevent or mitigate crisis situations in production and economic activity as well as to keep the enterprise functioning in survival mode in times of crisis and to get out of the crisis with

minimal losses [2, p. 18].

At the same time we affirm the opinion that crisis management is a technology of conducting a competitive struggle in the market economy [10, p. 4].

The concept of crisis management includes at first all tasks in the development and implementation of activities that contribute to the weakening of the crisis and secondly - prevention and treatment of crisis phenomena [11, p. 64].

The specifics of the goals and objectives of crisis management is determined by the principle of uncertainty of a crisis situation according to which such parameters as the costs of overcoming the crisis, quantitative assessment of the desired result and terms of achieving the defined objectives are closely interrelated.

Practically it means that in the conditions of acute shortage of time to respond and time limits for overcoming the crisis, especially at the early stages, the main task of management is operational and the least risky decision-making that makes it possible to achieve the desired result with minimal additional resources and minimal negative consequences. It is possible with early implementation of a special system of crisis management.

The crisis management system [2, p. 17] provides:

- continuous monitoring of external and internal situation;
- development of measures to reduce external vulnerability of the system (enterprises, organizations);
- increasing the internal flexibility of management;
- development of proactive plans regarding the methods of crisis management;
- immediate implementation of the planned practical activities in the event of a crisis situation.

The effectiveness of crisis management should be determined by the possibility of restructuring, the degree of consumer adaptability to the market, high quality of the products, full control over spending of all types of resources, speed of renewal of basic production funds, effectiveness of implemented marketing systems and monitoring of the market environment, development of integration relations, provision of employees with sufficient material goods, level of infrastructure development and other areas [12, p. 316].

Methods of crisis management is a set of ways aimed at effective function of production and economic activity of the enterprise by increasing sales volume, reducing costs and minimizing economic risks. These methods include traditional methods of control that are inherent in any object of economic activity: administrative, organizational, socio-economic, legal and moral.

Internal measures of crisis management of food enterprises include:

- the creation of a transparent system of decision-making and interaction with contractors;
- control establishment over costs;
- training and staff development;
- implementation of the best world experience in the field of procurement activity etc. Thus, the system of public procurement is implemented in Ukraine in accordance with EU standards that should significantly

enhance the efficiency of the allocation of public funds

For the formation of rational strategic anti-crisis policy of food enterprises it is required to identify the principles that will give the opportunity to build industrial-trade policy, to identify possible threats to the enterprise on time and adjust in accordance with the current situation. Such principles include the following:

- the principle of specialization of activity of food enterprises. The world experience proved that the world leaders - producers of food products have reduced the number of activities and concentrated resources for improving unique projects investing in innovations, quality and packing;

- the principle of key competence with a constant focus on changing customer needs. It raises the issues of marketing, analysis of production activities, diagnosis of the external environment, etc. As a result it is advisable to form a strategy of the most effective promotion of its products;

- the principle of purposefulness on key customers for food enterprises means research and identification of new target groups of consumers. Such a smart marketing component of the strategy of food enterprises can reduce the risks and costs on the resources;

- the principle of innovation is confirmed by the long-term world experience. For food enterprises it is manifested in the development of food products which contain healthy components and also food packaging that allows to preserve the usefulness of a product maximally.

Important factors in developing strategies of crisis management of food enterprises are changes in dietary habits, the opportunities of suppliers of raw materials, packaging, equipment, energy, etc.

Reaction to the financial crisis of 2013-2014 was the transition of the domestic food enterprises to the cheaper line of products. Strength of domestic food industry is a significant extent of markets, the possibility of import substitution as well as by the transfer of foreign production on the territory of Ukraine. Merging of enterprises, integration in large companies can be considered a positive trend in the development of the food industry as well. With the consolidation of production as a rule its modernization occurs that is renovation and positive general economic results exceed the negative social consequences.

**Conclusions and prospects of the further investigations.** As a result change in food interests of consumers opens up additional possibilities for food enterprises and enables to create new markets for selling their products. However, the development of food enterprises can occur to a certain extent. This is due to insufficient re-

and reduce the corruption.

source base and lack of the unique manufacturing technologies at domestic enterprises that meet international requirements. Therefore, the use of a crisis management system at the pre-crisis stage allows food enterprises to maintain their economic performance at a stable level and survive in the competition.

For effective crisis management at food industry enterprises the appropriate steps are those ones which outpace the crisis [2, p. 202]:

- organization of strategic (perspective) planning;
- continuous monitoring of external and internal environment;

- identification of the signs of crisis threatening the activities of the enterprise;

- development of the preliminary measures to reduce the vulnerability of the enterprise including ones for the prevention of accidents, environmental hazards, natural disasters (floods, rainstorms, landslides, droughts, etc.);

- creation of reserves (financial, commodity, energetic, etc.);

- reduction of the current cost on production;

- creation of backup management systems;

- diversification of agricultural production;

- transformation of the organizational forms of management;

- active innovation policy as the main mechanism out of the crisis.

In modern rapidly changing economic conditions crisis prevention plays a major role in the management that allows to provide:

- rapid response of the managers at the beginning of the crisis thanks to the permanent monitoring of external and internal environment;

- measures aimed at reducing external vulnerability of the enterprise;

- increasing flexibility within the enterprise;

- development of preparatory plans to prevent crisis situations and preventive measures for the realization of these plans;

- implementation of plans of the pre-crisis measures in the threat of the crisis.

The successful application of anti-crisis measures is possible with an integrated approach to the identification of a crisis situation in food industry that involves the use of special methods of controlling the processes of prevention and liquidation of crisis and enables to create an effective anti-crisis management system at the enterprises which is adequate to the transformational conditions of economy.

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## **АНТИКРИЗИСНОЕ УПРАВЛЕНИЕ ПИЩЕВЫМИ ПРЕДПРИЯТИЯМИ**

В статье рассмотрена суть антикризисного управления пищевыми предприятиями Украины в условиях экономических трансформаций, определены особенности проявления кризиса и влияние факторов внешней и внутренней среды на развертывание кризиса, важность предупредительного регулирования кризисных проявлений для обеспечения продовольственной безопасности и антикризисные мероприятия для пищевых предприятий.

На основе анализа результатов деятельности пищевых предприятий Украины, определены причины возникновения кризиса, обоснована целесообразность антикризисного управления пищевыми предприятиями Украины и охарактеризованы мероприятия для преодоления кризиса. Обосновано, что сдвиги в пищевой промышленности происходят преимущественно под воздействием экзогенных факторов.

Проведенные исследования деятельности пищевых предприятий за 2012 - 2016 гг. показали, что их финансовые результаты значительно ухудшились, что свидетельствует о проявлениях кризиса и необходимости внедрения антикризисного управления.

Охарактеризованы последствия влияния процессов глобализации на функционирование и развитие пищевых предприятий. Уточнено понятие антикризисного управления и задачи, решаемые им – разработка и осуществление мероприятий, способствующих ослаблению кризисного процесса, а также профилактика и терапия кризисных явлений. Обосновано, что специфика целей и задач антикризисного управления обусловлена принципом неопределенности кризисной ситуации. Определены принципы рациональной стратегической антикризисной политики пищевых предприятий.

Доказано, что в современных изменчивых экономических условиях предупреждение кризисов занимает главную роль в управлении. Успешное применение антикризисных мероприятий является возможным при комплексном подходе к определению кризисной ситуации на пищевых предприятиях, что предусматривает управление процессами предупреждения и ликвидации кризиса, дает возможность сформировать эффективную систему антикризисного управления на предприятиях, адекватную трансформационным условиям.

**Ключевые слова:** антикризисное управление, продовольственная безопасность, пищевые предприятия, причины кризиса, стратегия развития.

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## АНТИКРИЗОВЕ УПРАВЛІННЯ ХАРЧОВИМИ ПІДПРИЄМСТВАМИ

У статті розглянуто суть антикризового управління харчовими підприємствами України в умовах економічних трансформацій, визначено особливості прояву кризи та вплив чинників зовнішнього та внутрішнього середовища на розгортання кризи, важливість випереджуючого регулювання кризових проявів для забезпечення продовольчої безпеки та антикризові заходи для харчових підприємств.

На основі аналізу результатів діяльності харчових підприємств України, визначено причини виникнення кризи, обґрунтовано доцільність антикризового управління харчовими підприємствами України та охарактеризовано заходи щодо подолання кризи. Вважаємо, що зрушення в харчовій промисловості відбуваються переважно під впливом екзогенних чинників.

Проведені дослідження діяльності харчових підприємств за 2012 – 2016 рр. показали, що їх фінансові результати значно погіршилися, що свідчить про прояви кризи і необхідність впровадження антикризового управління.

Виокремлено наслідки впливу глобалізаційних процесів на функціонування і розвиток харчових підприємств. Уточнено поняття антикризового управління і завдання, які входять до нього – з розробки і здійснення заходів, що сприяють послабленню кризового процесу, а також профілактика і терапія кризових явищ. Обґрунтовано, що специфіка цілей і завдань антикризового управління зумовлюється принципом невизначеності кризової ситуації. Визначено принципи раціональної стратегічної антикризової політики харчових підприємств.

Доведено, що в сучасних мінливих економічних умовах попередження криз займає головну роль в управлінні. Успішне застосування антикризових заходів є можливим при комплексному підході до визначення кризової ситуації на харчових підприємствах, що передбачає використання спеціальних методів управління процесами попередження та ліквідації кризи і надає змогу сформувати ефективну систему антикризового управління на підприємствах, адекватну трансформаційним умовам господарювання.

**Ключові слова:** антикризове управління, продовольча безпека, харчові підприємства, причини кризи, стратегія розвитку.

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