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DEVELOPING AN ANTI-CRISIS STRATEGY TO ENSURE THE BALANCED POTENTIAL OF AN ENTERPRISE

Introduction. In today's conditions of instability and constant changes in the external environment, enterprises face numerous challenges that require effective mechanisms for adaptation and resilience. Anti-crisis management is becoming a key element in ensuring the stable functioning of a business and maintaining its competitiveness. One of the most important aspects of this process is the development and implementation of an anti-crisis strategy to ensure the balanced potential of the enterprise. Such a strategy is aimed at identifying risks, optimizing the use of resources and ensuring the harmonious development of all components of the enterprise's potential, which allows not only to avoid the negative consequences of crisis situations, but also to create new opportunities for growth and innovation.

Analysis of recent research and publications. In the modern realities of the business environment, crisis management is becoming critical for achieving the success of an enterprise. Scientific research in this area focuses on the importance of implementing innovative approaches to the formation of anti-crisis strategies. A significant contribution to the study of this issue was made by such scientists as Arefieva O. V., Piletska S. T. [1], Kostetsky V. [6], Keleberda T. V., Dalyk V. P. [5], Grinchyshyn Ya. M. [2], Grishova I. Yu., Gnatyeva T. M. [4] and others.

Many scientists have directly studied the issue of crisis management in their works, in particular: P. L. Hrinko [3], V. I. Pritys [9], B. Moskovin [7], V. Yu. Shevchenko [11], O. O. Sinyavska [10]. The scientific works consider the theoretical foundations and methodological tools of anti-crisis management of an enterprise in a transitional economy, and considerable attention is paid to theoretical issues of the emergence and development of crisis situations, as well as practical aspects of carrying out stabilization measures to bring the enterprise out of crisis [9].

Presentation of the main material. The anti-crisis strategy for ensuring the balanced potential of an enterprise has certain specific characteristics, due to its significance for the stabilization and development of transport enterprises, which is manifested in its comprehensive nature, orientation to the long-term perspective, flexibility and adaptability, preventive

nature, maximum use of internal reserves and resources of the enterprise. The anti-crisis strategy is aimed at identifying contradictions in the development of enterprises and developing adaptation measures aimed at ensuring balanced potential and further progress.

Like any business strategy, the anti-crisis strategy for ensuring balanced potential is formed so that the enterprise is successful and spirals towards increasing potential, due to which its certain competitive advantages are ensured, which allows for the identification of possible scenarios for the strategic development of transport enterprises at an early stage in advance, and for the selection of those from them whose implementation is most likely.

In addition, when implementing the selected anti-crisis strategy for ensuring the balanced potential of an enterprise, the level of its internal resilience to the crisis simultaneously increases. The process of developing a strategy is complex, as it must take into account a large number of diverse and interdependent external and internal factors, contribute to achieving the goals of the enterprise's functioning and be consistent with the overall strategy of the enterprise. The structural and logical scheme of forming an anti-crisis strategy for ensuring a balanced potential of the enterprise in the conditions of economic transformation is shown in Fig. 1.

The anti-crisis strategy for ensuring the balanced potential of the enterprise is a system of methods, tools and directions for solving the tasks of optimal and effective formation and use of balanced potential, which will ensure the achievement of the goal of anti-crisis support for the enterprise in the conditions of economic transformation and ensure further development.

Stage 1. Determining the goal of forming an anti-crisis strategy for ensuring the balanced potential of the enterprise. The goal of formation is to ensure the stability and development of the enterprise in the conditions of crisis, minimize the negative impact of crisis on the activities of the enterprise and ensure its further development by increasing the level of balance of the enterprise's potential, ensuring the optimal ratio between different types of enterprise potential (financial, production, personnel, etc.).



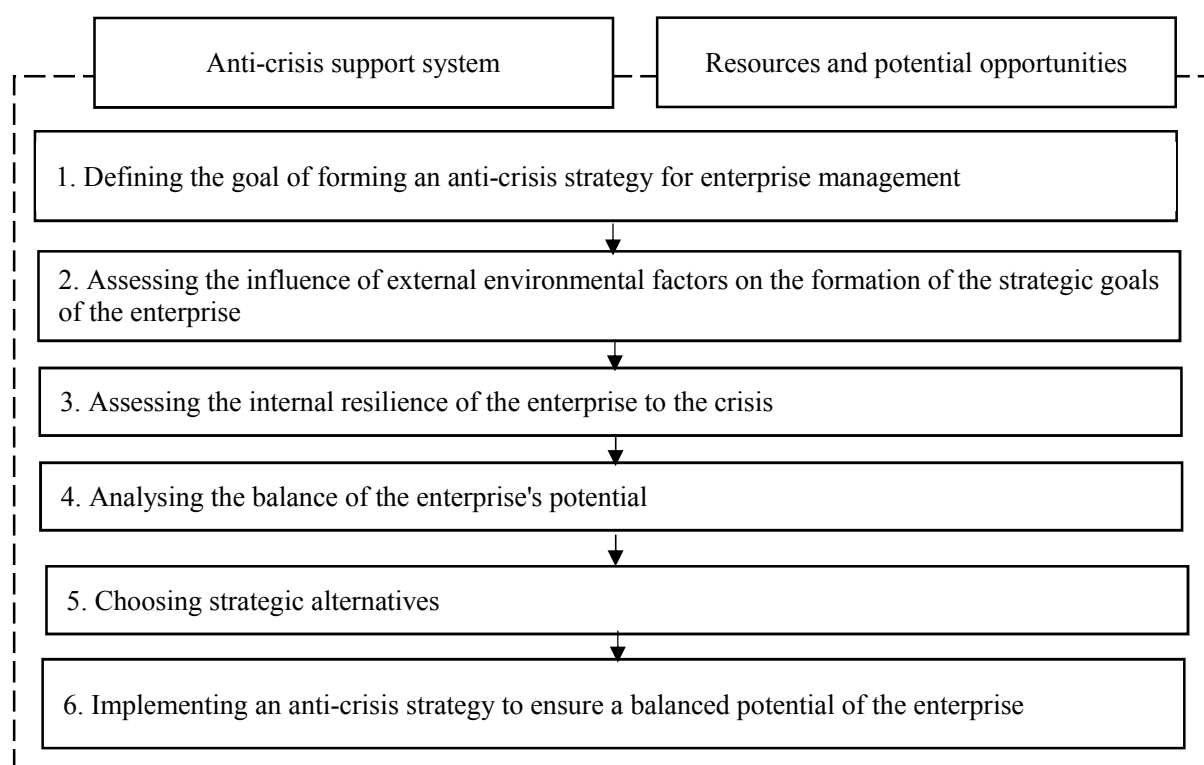


Fig. 1 Structural and logical scheme of forming an anti-crisis strategy to ensure the balanced potential of a transport enterprise

Stage 2. Assessment of the influence of external environmental factors on the formation of the strategic goals of the enterprise. Analysis of external factors influencing the formation of an anti-crisis strategy for ensuring the balanced potential of the enterprise is a comprehensive economic analysis based on data from external and internal information sources, aimed at developing strategies, forming strategic alternatives, their adjustment and effective implementation.

Stage 3. Assessment of the internal resilience of the enterprise to the crisis. At the stage of analysis of the internal environment of the enterprise, it plays an important role in determining the anti-crisis strategy for ensuring the balanced potential of the enterprise based on the calculation of the integral indicator.

Stage 4. Analysis of the balance of the enterprise's potential. At the stage of analysis of the balance of the potential of transport enterprises, determining its level plays an important role.

Stage 5. Selection of strategic alternatives. Based on the analysis of existing opinions on the formation of strategic alternatives and the selection of a system of strategies for the enterprise.

At each stage of the algorithm, there is a possibility of adjusting anti-crisis strategic alternatives if they do not meet the criteria for formation or are not effective in certain scenarios of the development of the external environment. Therefore, the result of the algorithm is the formation of an anti-crisis strategy for ensuring a balanced potential of the enterprise, which allows the

enterprise to effectively resist crisis phenomena and ensure its stability and development. The inertial anti-crisis strategy for ensuring the potential of the enterprise is characterized by such an advantage as implementation within a shorter period of time.

It is proposed to select an anti-crisis strategy for ensuring the potential of the enterprise in the conditions of economic transformation based on the use of a spatial model (Fig. 2), which allows determining the position of the enterprise in the crisis space.

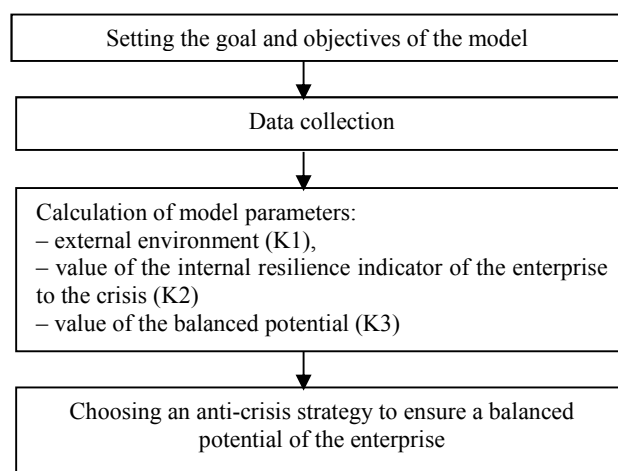


Fig. 2 Model for choosing an anti-crisis strategy to ensure a balanced potential of an enterprise based on a three-dimensional matrix

To build the model, the following parameters will be used: external environment (K1); value of the indicator of the enterprise's internal resilience to the crisis (K2); value of the level of potential balance (K3).

A three-dimensional matrix will more accurately determine the position of the enterprise in the process of choosing an anti-crisis strategy to ensure the balanced potential of the enterprise.

The axes of this matrix will determine the indicators of ensuring the balanced potential of the enterprise (Fig. 3.).

Based on the constructed matrix, a set of measures and procedures for the main divisions of the enterprise is determined in accordance with the established goals.

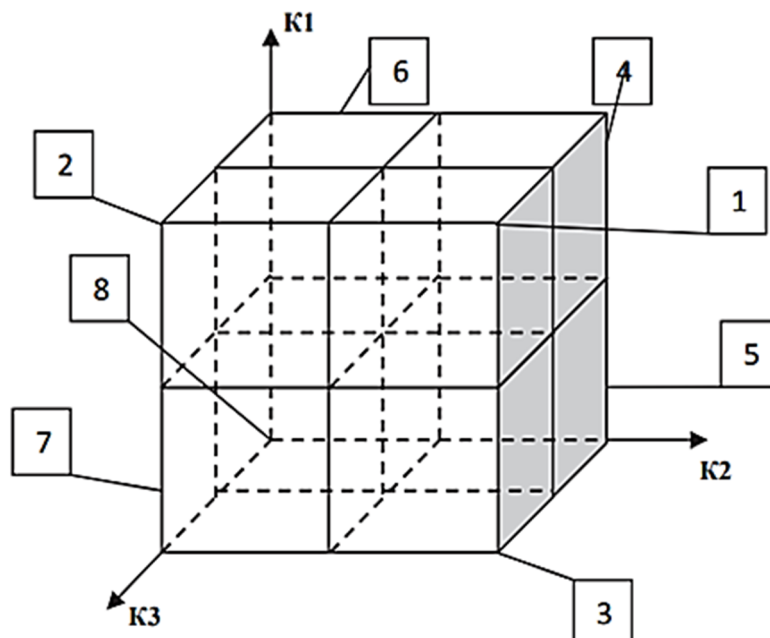


Fig. 3. Graphical interpretation of the spatial model of choosing an anti-crisis strategy to ensure the balanced potential of a transport enterprise

Within the framework of the formed anti-crisis strategic alternatives, the following anti-crisis strategies for ensuring the balanced potential of the enterprise we highlight.

Square 1. The strategy of activation and stabilization involves limiting the scope of service provision, focusing on slow, tightly controlled development, and simply continuing the business. It involves focusing management attention on integrating digital tools at the enterprise level and ensuring an appropriate level of internal resilience to the crisis.

Square 2. The strategy of concentration and differentiation involves focusing its efforts on satisfying a specific buyer, a specific range of services, or a market in a specific geographical region. The enterprise focuses on a narrow market segment where it can achieve competitive advantages through an analysis of consumer needs and specialization, creates unique services that are different from competitors' offers and have value for consumers. The strategy can be effective for enterprises that seek to take leadership positions in a narrow market niche and have unique competencies or resources that allow them to create differentiated products or services.

Square 3. The consolidation strategy is carried out on the basis of the results of crisis diagnostics and

involves the implementation of long-term and large-scale measures. The strategy should contain a clear definition, assessment, and choice. The enterprise must plan its development, otherwise it will, at best, simply stagnate. The plan must determine the sources of development and how it will be implemented.

Square 4. The modernization strategy involves the modernization of the enterprise and equipment. This strategy is characterized by: a long planning horizon; establishing its own rules of the game in an unfavorable external environment. The main emphasis when using this strategy is on preserving the previously acquired customer base, as well as existing resources.

Square 5, 6, 7. The restructuring strategy consists of a set of the following measures: cost reduction; pricing changes; reorientation; development of new services; focus on sales and advertising. This strategy involves the development of the enterprise as a whole and is implemented primarily in order to carry out a logistical analysis of those types of services that were not previously provided by the enterprise. This, in turn, makes it possible to use new, more advanced methods for promoting the services provided by the enterprise.

Square 8. The recovery strategy is used to eliminate the consequences of the crisis and ensure the return of the business structure to the pre-crisis state in terms of

its balanced potential and internal resilience to the crisis. The anti-crisis recovery strategy is based on the accounting and rational use of a complex of factors of the external and internal environment. Such a strategy is based primarily on a thorough analysis of those services that are already performed by the enterprise, and provides an emphasis on improving the quality of routing and dispatching in the enterprise's activities. In addition, it consists in reducing costs.

Stage 6. Implementation of an anti-crisis strategy to ensure a balanced potential of the enterprise. The implementation and use of an anti-crisis strategy to ensure a balanced potential of the enterprise, taking into account the specifics of their activities, contributes to the implementation of general principles and methods of anti-crisis support, improvement of personnel management, as well as measures to ensure the stable functioning of those enterprises that seek to strengthen their positions, ensure a balanced potential and further development.

Conclusions. The anti-crisis strategy of ensuring the balanced potential of the enterprise is a key tool for stabilizing and developing transport enterprises in the conditions of crisis phenomena and economic transformation. Its specificity lies in a comprehensive

approach, orientation to the long-term perspective, flexibility and adaptability, as well as in the maximum use of the internal reserves of the enterprise. Effective formation and implementation of an anti-crisis strategy requires a comprehensive analysis of external and internal factors that affect the activities of the enterprise, in particular, an assessment of the impact of crisis phenomena and the level of internal resistance to them. The anti-crisis strategy is an integral part of the overall strategy of the enterprise, which is aimed at ensuring stability, increasing the level of balanced potential and creating competitive advantages. An important stage is the analysis of the balanced potential of the enterprise, which allows identifying weaknesses and risk areas, as well as developing effective strategic alternatives to overcome them. The implementation of an anti-crisis strategy contributes to increasing the level of internal stability of the enterprise, optimizing the use of resources and ensuring its further development even in an unstable economic situation.

Thus, the formation and implementation of an anti-crisis strategy to ensure a balanced potential of an enterprise is an important tool for minimizing risks, increasing competitiveness, and achieving strategic goals in the long term.

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Лункіна І. Формування стратегії антикризового забезпечення збалансованого потенціалу підприємства

У статті розглянуто теоретико-методичні аспекти формування антикризової стратегії забезпечення збалансованого потенціалу підприємства, зокрема транспортної галузі, в умовах трансформації економіки. Обґрунтовано специфіку антикризового управління, яка проявляється у комплексному підході, орієнтації на довгострокову перспективу, гнучкості та адаптивності, а також максимальному використанні внутрішніх резервів і ресурсів підприємства. Проаналізовано дослідження науковців, які шукали підходи до формування антикризових стратегій, а також внесли вагомий внесок у вивчення цього питання.

Запропоновано структурно-логічну схему формування антикризової стратегії, яка складається з шести основних етапів: визначення мети формування антикризової стратегії управління підприємством, оцінки впливу зовнішніх факторів на формування стратегічних цілей, оцінки внутрішньої стійкості підприємства до кризи, аналізу збалансованості потенціалу підприємства, вибору стратегічних альтернатив та реалізації антикризових стратегій забезпечення збалансованого потенціалу підприємства. Приділено увагу розробці просторової моделі вибору антикризової стратегії на основі тривимірної матриці, яка дозволяє визначити положення підприємства в кризовому просторі та обрати оптимальні стратегічні альтернативи. Виділено основні антикризові стратегії: активізація та стабілізація, концентрація та диференціація, консолідація, модернізація, реструктуризація та стратегія відновлення. Використання тривимірної матриці в процесі вибору антикризової стратегії дозволяє підприємству не лише уникнути фінансових втрат, а й створює основу для довгострокового розвитку та зміцнення позицій на ринку.

Результати дослідження можуть бути використані для підвищення стійкості підприємств до кризових явищ, оптимізації використання ресурсів та забезпечення довгострокового розвитку в умовах нестабільності ринку.

Ключові слова: антикризова підтримка, збалансований потенціал підприємства, антикризові стратегії, антикризове управління.

Lunkina I. Developing an anti-crisis strategy to ensure the balanced potential of an enterprise

The article considers the theoretical and methodological aspects of the formation of an anti-crisis strategy for ensuring the balanced potential of an enterprise, in particular the transport industry, in the context of economic transformation. The specifics of anti-crisis management, which are manifested in a comprehensive approach, orientation to the long-term perspective, flexibility and adaptability, as well as the maximum use of internal reserves and resources of the enterprise, are substantiated. The research of scientists who sought approaches to the formation of anti-crisis strategies and also made a significant contribution to the study of this issue is analyzed.

A structural and logical scheme for the formation of an anti-crisis strategy is proposed, which consists of six main stages: determining the purpose of forming an anti-crisis strategy for enterprise management, assessing the influence of external factors on the formation of strategic goals, assessing the internal resilience of the enterprise to the crisis, analyzing the balance of the enterprise's potential, choosing strategic alternatives and implementing anti-crisis strategies for ensuring the balanced potential of the enterprise. Attention is paid to the development of a spatial model for choosing an anti-crisis strategy based on a three-dimensional matrix, which allows determining the position of the enterprise in the crisis space and choosing the optimal strategic alternatives. The main anti-crisis strategies are highlighted: activation and stabilization, concentration and differentiation, consolidation, modernization, restructuring and recovery strategy. The use of a three-dimensional matrix in the process of choosing an anti-crisis strategy allows the enterprise not only to avoid financial losses, but also creates the basis for long-term development and strengthening its positions in the market.

The results of the study can be used to increase the resilience of enterprises to crisis, optimize the use of resources and ensure long-term development in conditions of market instability.

Keywords: Anti-crisis support, balanced potential of the enterprise, anti-crisis strategies, anti-crisis management.

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