

CONCERNING THE MODERNSECTORAL ANTI-CRISIS INITIATIVES

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Dynamics of economic processes in recent years indicates that, unfavorable internal conditions development of industrial complexes with relatively weak international positions of the national economy require: active search for non-standard ways exit from the crisis; development and application of tools formation of a competitive national and regional economy.

In the unstable economic environment, the probability of adverse events and uncertainty of the economic sectors increases, and the activities of the entities may be inefficient, which will cause crisis processes at the enterprises.

In this regard, there is a necessity to study the current component of modern management – anti-crisis management of the enterprises. The crisis at the enterprise requires management to take extraordinary strategic measures[3, p. 47]. Anti-crisis regulation can be considered as on macro and meso levels, as well as at the micro level, but in total.

Anti-crisis management or anti-crisis management at the micro level can be defined as a system of measures to act on socio-economic relations that develop at the enterprise level in preventing the crisis, responding to it and studying its consequences [2, p. 14].

An anti-crisis measure can be considered effective if it meets the following requirements:

- 1) Profitability of the anti-crisis measure. Achieved if the costs of developing and implementing such a measure do not exceed the consequences.
- 2) Quality of anti-crisis measure.
- 3) One of the defining criteria for the quality of anti-crisis measures is the effectiveness of anti-crisis management decisions.

Effective solutions allow you to maximize the potential of the enterprise and respond in a timely manner to changes in the external environment.

Crisis management includes two types of management: preventive and crisis. Preventive crisis management occurs when there are "weak" signals of crisis situations and is aimed at preventing the development of the crisis. Crisis management is carried out in the presence of crisis situations at the enterprise. The most unfavorable crisis situation from the point of view of the enterprise is its bankruptcy. Bankruptcy of enterprises is the last stage of crisis development.

Financial strategy of anti-crisis management should include different mechanisms of improving the efficiency of forming and using financial resources of enterprise. One of the main problems of enterprises holding back their modernization and ensuring on that basis the financial stability of each of them, is the lack of current and long-term financing sources at the present stage

[1, p. 79]. Behavior of individual sectors of the economy and individual enterprises in times of crisis are completely subordinated certain patterns. At the same time crisis reality fundamentally different from everything to which the heads of domestic enterprises are accustomed.

The economy of our country is undergoing a systemic transformation. After 2014, the structure of sales markets in most industrial enterprises changed radically. Many segments of our engineering industry have not been able to refocus on exports.

The main difficulties are:

- 1) A complex process of certification and standardization.
- 2) Financial conditions that guarantee foreign partners risk reduction.
- 3) The fight against imports. The state needs to choose those specific items of Ukraine's imports that are most important to it today.

In recent years, Ukrainian mechanical engineering export has declined substantially due to the loss of the Russian market and shutdown of enterprises in the eastern part of the country. So, if in 2012 exports amounted to \$13.2 bln. (peak values), then in 2017-2018 exports from Ukraine amounted to about \$5 bln. Despite the large foreign trade volumes, the share of Ukrainian exports in world trade in recent years is only 0.05-0.10%, whereas in 2010, the share of Ukraine was 0.16%. Therefore, even a multiple increases in current export performance appears to be quite achievable in the strategic perspective, given the availability of production facilities and the possibility of creating products based on the developments of domestic research institutions.

Mechanical engineering exports mainly semi-finished products (67%), including spare parts for cars, air and railway transport, communication equipment. The largest segments of finished products for export - household appliances, ships, engines, generators. For comparison, mainly finished machine-building products are imported to Ukraine (70%) - motor vehicles, agricultural machinery, computers and household appliances. At the same time, domestic engineering depends on imports (53% in intermediate consumption) of spare parts and components, metallurgical products [4].

It is established that the optimal allocation of resources depends on productivity sectors. As a rule, if the actual allocation of resources does not match optimal (this applies to the economy of Ukraine), the anti-crisis strategy covers two stages. The first stage involves accelerated industrial economic growth due to the machine-building sector.

It begins with three guiding influences: the machine-building industry directs the maximum possible amount of investment resources, in the material and consumer sectors – investment in volumes, minimally necessary to ensure the material, resource and consumer security of the country. Conditions are created for the transfer of labor resources from material and consumer sectors in fundraising by creating new ones high-paying jobs.

The development of the fund-raising sector will have a positive impact on development other sectors, as provided by the described model, only if the Ukrainian mechanical engineering will be developed on an innovative basis. Only in this case other sectors will receive fixed assets that will allow them to produce competitive products, occupy high ranking positions in the system redistribution of resources in the Ukrainian and international markets.

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