

# Mechanism of Anti-Crisis Management in Agricultural Enterprises: Characteristics and Features of the Implementation

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**Abstract:** The article is devoted to the solution of the scientific task of substantiating theoretical and methodological approaches and developing practical recommendations for the implementation of the anti-crisis management mechanism in agricultural enterprises. Emphasis is placed on substantiating the anti-crisis management mechanism in agricultural enterprises on the basis of process and system approaches. The article proposes specific methods for implementing the anti-crisis management mechanism.

**Keywords:** Mechanism; crisis management; state of crisis; sanitation; systematic approach; process approach; management methods; crisis management system; competitiveness; risks; agricultural enterprises.

## INTRODUCTION

The economic crisis that engulfed the national economy in 2022 due to Russia's full-scale armed aggression against Ukraine exposed a number of risks that are key factors in reducing the crisis resilience of agricultural enterprises. In such non-standard conditions, the methodical foundation for solving the tasks of anti-crisis management in accordance with the specific conditions of agricultural enterprises is insufficient, which requires further research as a subtype of the general management system at the micro level.

Overcoming crisis phenomena in agricultural enterprises, which are the primary links of the agrarian economy, requires the creation of such anti-crisis management mechanisms that would eliminate the risks of economic activity in unpredictable and unstable conditions of the influence of the external and internal environment.

The conducted morphological decomposition gives reason to believe that all the variety of given interpretations of the term "anti-crisis management mechanism" is connected with the presence of different approaches used in management. Therefore, the anti-crisis management mechanism is a fairly ambiguous category and combines the following elements: management principles, management functions, management methods, management tools [1, p. 35].

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## LITERATURE REVIEW

Quite a lot of scientific works are devoted to the study of the formation and implementation of the anti-crisis management mechanism. In particular, T. A. Klymenko examines in his research the actual mechanisms of anti-crisis management; the authors I. O. Akhnovska and P. I. Panasyuk made an attempt to form a mechanism of anti-crisis management of the enterprise in the conditions of a new phenomenon and concept - "minimum contact economy". The team of authors in their research paper [13, p. 446-455] consider a complex scheme of the model of anti-crisis management in the process of ensuring the financial security of the IDEFO enterprise. A special contribution to the development of anti-crisis and competitive management was made by Uzbek authors [8, p. 179-182] emphasizing the need for early monitoring of the internal and external environment of the enterprise with the aim of early detection of risks of crisis, timely detection of signs of deterioration object, its competitive status, rational and effective implementation of rehabilitation measures.

An interesting experience is observed in a scientific article by the Polish author Anna Starosta [12, 255-266.], which clearly analyzes and characterizes anti-crisis management strategies in Poland.

Thus, the main goal of the article is to substantiate the functional content and features of the anti-crisis management mechanism in agricultural enterprises and to highlight the methods of its implementation.

## METHODOLOGY

The theoretical and methodological basis of the scientific article is the fundamental provisions of economic science regarding the study of the signs, essence, principles and features of anti-crisis management at the micro level and the formation of an effective mechanism for its implementation in agricultural enterprises.

In addition, a number of general scientific and special methods of economic research were used. In particular, we used the system-structural method to highlight the conceptual foundations, systematization of the principles, functions and components of the anti-crisis management mechanism in agricultural enterprises, and the graphic method - to visually illustrate the research results.

The systemic context of the anti-crisis management mechanism provides for tasks and directions that are implemented through specific functions, methods, and tools under appropriate regulatory, organizational, resource, and financial and economic support.

## RESULTS AND DISCUSSION

The term "mechanism" is of Greek origin and literally means a system designed to transform the movement of one or more bodies into the desired movements of other bodies. Despite the technical nature, the term "mechanism" is widely used in economics and management to identify the processes of indirect transformation of volitional impulses of managers, information, value attitudes and stimulating factors into specific actions. That is, the mechanism must ensure the interaction of the controlling subsystem and the controlled subsystem. In the context of anti-crisis management, such a mechanism consists of a set of specific forms and methods of conscious influence on the economy. Quite often, the mechanism that is formed at the micro level is called an economic mechanism. This identification is explained by the fact that management and economic mechanisms, in particular in agricultural enterprises, cannot be separated and separated from the realities of production by a set of methods and orders. That is, the content of such a mechanism cannot be determined exclusively by the norms of state legislation, since it is also influenced by the objective laws of agricultural production, the level of intellectual and production potential of agricultural enterprises, the nature of social-production and political relations.

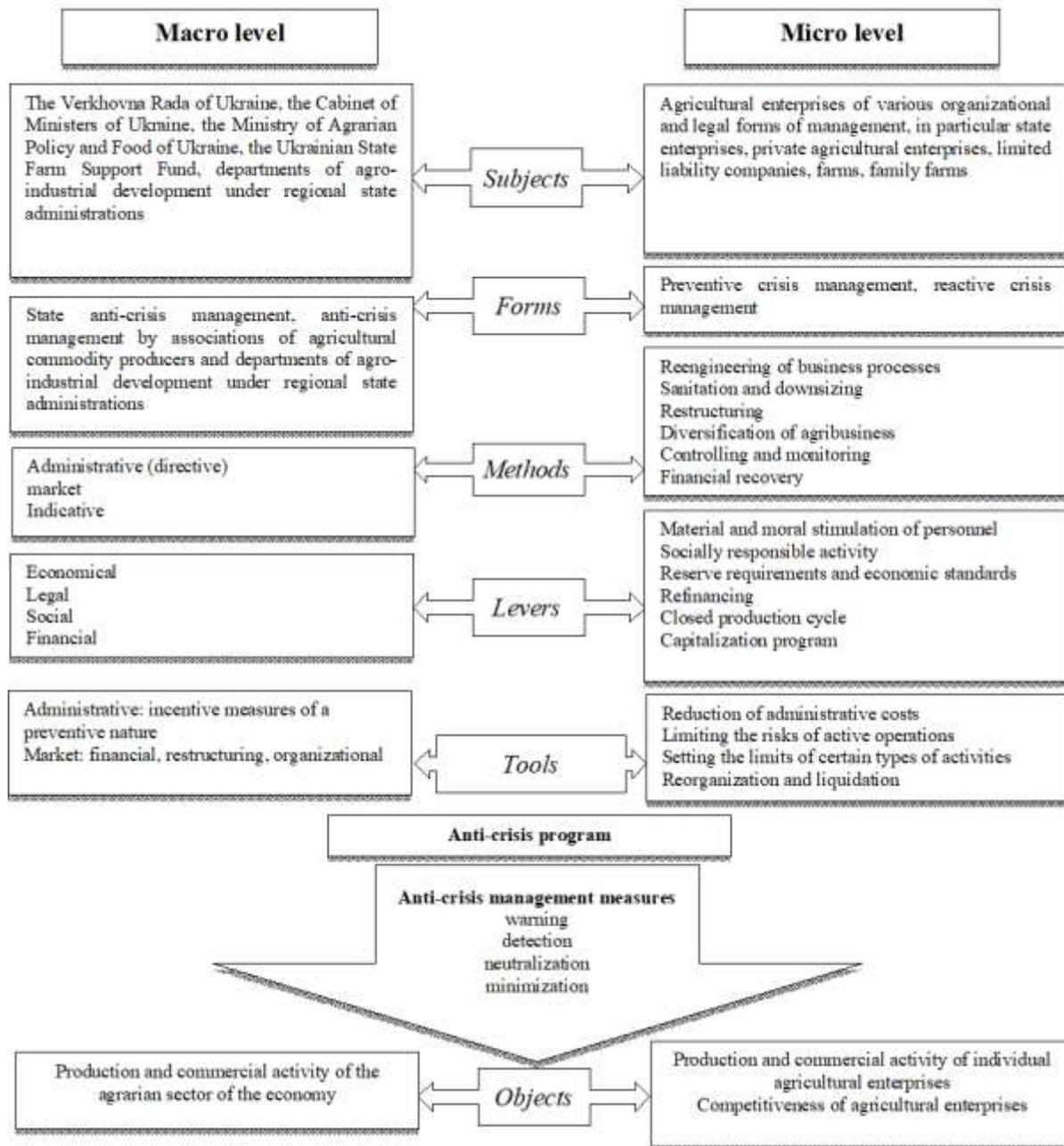
The main components of the anti-crisis management mechanism, as an economic mechanism, in our case are agricultural enterprises and the relations they enter into in relation to the management of anti-crisis processes.

The mechanism of anti-crisis management is built into the general economic mechanism of the agricultural enterprise and is its component. Thus, the financial mechanism, insurance mechanism, organizational mechanism, tax mechanism, organizational and economic mechanism, management mechanism are considered separately. The analysis of scientific literature [5, 6, 7, 9] leads to the conclusion that the basis of understanding and interpretation of the term "mechanism" is a system and process approach. It is logical that the mechanism is first of all a system (a set of forms of organization and interaction of certain components). The agricultural

enterprise is the subject of this microeconomic system. At the same time, it is not necessary to reject the thesis that the microeconomic mechanism can also be considered as a set of consecutive economic phenomena, that is, a certain process. By analogy with the understanding of the mechanism as a system and process, management can also be characterized from the standpoint of dynamics and statics. In this regard, a comprehensive interpretation of the management mechanism can be found in Vlasenko V. A. Naukovets believes that the management mechanism is a set of functions, methods, principles and means of management, main tasks and goals, forms, structures, technologies for effective use of system resources; it is a system of factors that should be aimed at coordinating the functional aspects of the socio-economic system in order to preserve its integrity, maintain a stable state of input and output parameters, optimal flow of processes within the subsystem and timely response to environmental demands [14]. At the same time, in our opinion, it is extremely important that the interpretation of the concept of "anti-crisis management mechanism" involves the inclusion of sources of ensuring the implementation of methods and tools, in particular legal, regulatory and informational support.

In our opinion, the concepts of "anti-crisis management system" and "anti-crisis management process", which reflect the dynamics of management, need clarification. The categories of statics and dynamics of anti-crisis management are united by the concept of "mechanism of anti-crisis management" - a set of means and methods of influence that are used in anti-crisis management to achieve the goal of an agricultural enterprise. The anti-crisis management mechanism is a system of actions and influence on the object in order to achieve the desired result. The system includes a set of elements, the internal interaction of which sets this mechanism in motion. Nevertheless, anti-crisis management is characterized by a certain specificity in terms of its processes and technologies, in particular, mobility and dynamism in the use of resources, the implementation of innovative programs, the implementation of programmatic approaches in the development and implementation of management solutions, increased sensitivity to the influence of time, increased attention to assessments and the choice of alternatives, the use of the anti-crisis criterion of the quality of decisions in their development and implementation. In the context of the process, anti-crisis management is characterized by a certain problematic, since agricultural enterprises are highly complex systems with a large variety of subsystems and elements. Therefore, the formation of the anti-crisis management mechanism should be carried out exclusively using a systemic approach and analysis, since it must solve a rather complex problem - the implementation of the management functions of an agricultural enterprise as a mechanism for balancing the internal components of the activity of an agricultural producer under the influence of negative environmental conditions.

The concept of anti-crisis management is a broad concept. The implementation mechanism is a separate component of this concept. At the same time, it is advisable to highlight the following elements of the anti-crisis management mechanism: goal, object and subject, tasks, management strategies (offensive, defensive, imitative), principles, functions, goals (financial, economic, structural, managerial, social, produc-



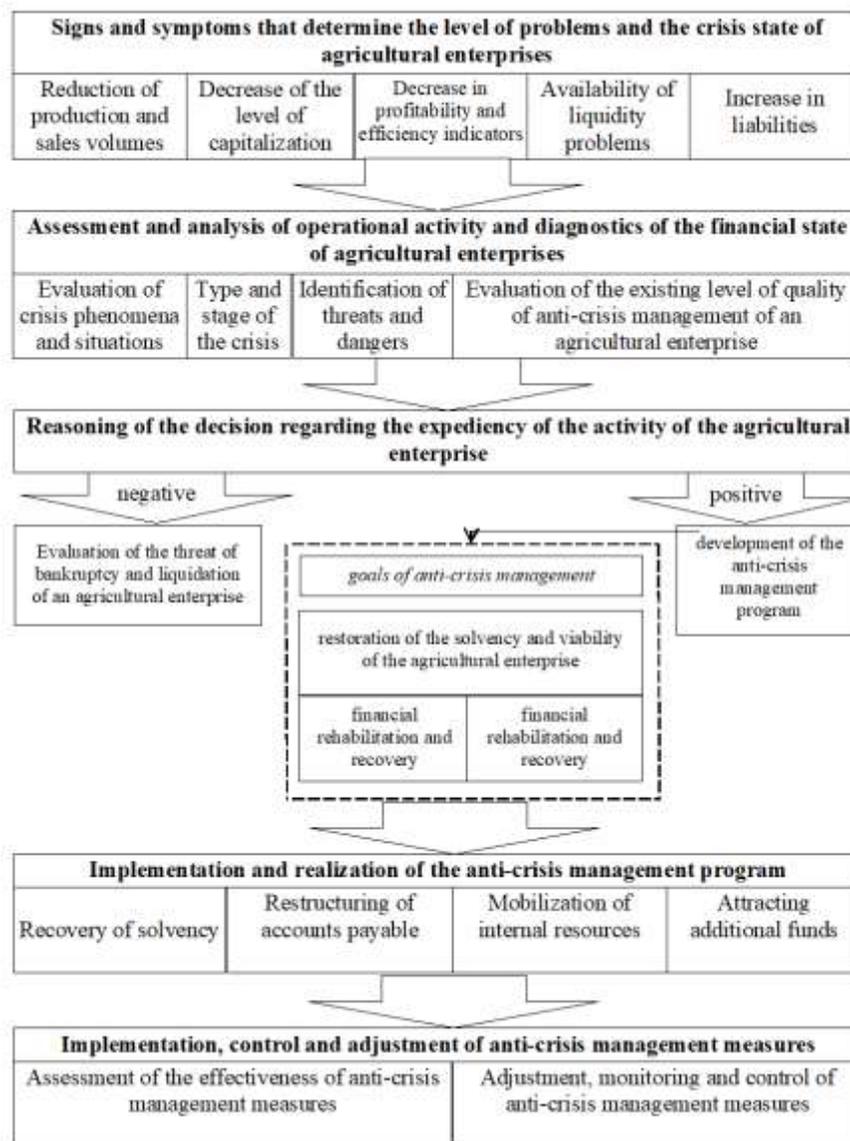
**Fig. (1).** Components of the anti-crisis management mechanism in agricultural enterprises. Source: authors' own development.

tion, technical-technological), methods (administrative-organizational, economic, social-psychological, motivational), criteria for evaluating results.

In the context of defining the concept of "anti-crisis management in agricultural enterprises", in our opinion, the mechanism of anti-crisis management in agricultural enterprises is a set of forms, methods, levers and tools for the implementation of anti-crisis management measures at the micro and macro levels, the synergistic influence of which ensures the achievement of a positive effect and minimization of the impact of existing crisis phenomena and threats (Fig. 1).

The components of the anti-crisis management mechanism in agricultural enterprises, presented in the scheme, specify the forms and tools of directing management decisions at both the micro and macro levels.

In our opinion, given the rather high production risks associated with the seasonal factor, the state plays an important role in the prevention and prevention of crisis phenomena, overcoming the negative consequences of the crisis in agricultural enterprises. Therefore, in some cases, state institutions are subjects of anti-crisis management in agricultural enterprises. Thus, at the macroeconomic level, the main subjects of anti-crisis management in agricultural enterprises are



**Fig. (2).** System visualization of the anti-crisis management mechanism in agricultural enterprises. Source: authors' own development.

the Verkhovna Rada of Ukraine, the Cabinet of Ministers of Ukraine, the Ministry of Agrarian Policy and Food of Ukraine, the Ukrainian State Farm Support Fund, departments of agro-industrial development under regional state administrations. All of them carry out normative and legislative regulation of agricultural activity, production support and support of agricultural producers.

The main content of the mechanism of anti-crisis management of an agricultural enterprise lies in its ability to restore the effective activity of this enterprise as a microeconomic system based on self-organization, maintaining an internal stable state and a dynamic external environment during the exacerbation of the crisis.

The application of a systemic approach in the mechanism of anti-crisis management conditions a systemic vision of the main vectors and stages of its implementation, which are carried out to achieve the goal of anti-crisis management, the interrelationships that exist between them and are taken into

account during the development of a plan of measures to ensure the synergy effect [11].

Summarizing the results of the conducted theoretical and practical research on the essence and specifics of anti-crisis management in the context of carrying out organizational changes in agricultural enterprises gives grounds to propose a mechanism of anti-crisis management (Fig. 2).

The goals of anti-crisis management determine the diversification of management tools. Despite this, the strategic goal of anti-crisis management of an agricultural enterprise should be early detection of signs of crisis phenomena. At the same time, it is necessary to monitor changes in the parameters of the main factors that determine the threat of bankruptcy of an agricultural enterprise [4, c. 324]. After all, the monitoring mechanism is designed to solve the tasks of gathering and initial processing of information about the current situation. Taking into account the above, the financial management of the agricultural enterprise, adequate to

the scale of the crisis state of the agricultural enterprise, should be aimed at: eliminating the insolvency of the agricultural enterprise, restoring the financial stability of the enterprise (ensuring financial balance in the short term), changing the financial strategy for sustainable economic growth of the enterprise (ensuring financial equilibrium in the long run). In our opinion, the mechanism of anti-crisis management in agricultural enterprises is a set of forms, methods, levers and tools for the implementation of anti-crisis management measures at the micro and macro levels, the synergistic effect of which ensures the achievement of a positive effect and the minimization of the impact of existing crisis phenomena and threats.

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The crisis contains both destructive and depressive and productive principles. Therefore, in productive and chronological dimensions, this is the time for the necessary active implementation of complementary potentials of national and regional development, which requires a certain anti-crisis management technology for regulating situations that arise under such circumstances of economic development. Two aspects are distinguished in this regulation. The first of them is the formation of institutional support for anti-crisis actions, and the second is the development of measures to counteract crisis phenomena and revive the economic dynamics of the state, territories and enterprises. Central and regional authorities representing the interests of the state should act as joint initiators and providers of the specified areas of response. It is the state authorities at different levels of the administrative-management hierarchy who have the leading role both in determining the system of priority measures for overcoming crisis phenomena and in implementing the corresponding system of actions, which can be considered a certain transitional and practical stage in the formation of management from the standpoint of the meta-theory of anti-crisis management [2]. To some extent, a permanent institutional mechanism for anti-crisis management in agricultural enterprises in the form of an anti-crisis program should include the following measures of state regulation: mobilization of internal and external resources, development of the internal agricultural market, price control, increased investment in the agricultural sector, stimulation of public investment, import substitution, attraction of loans on terms acceptable to the state, restructuring of loans available to agricultural enterprises and prolongation of their payments.

At the same time, it should not be forgotten that the trends in the development of the market environment in the agricultural sector increasingly depend on the level of competitiveness of agricultural enterprises. The problem of competitiveness has a global character, therefore it determines many aspects of the economic and social development of agricultural enterprises. Since competitiveness is a complex characteristic of an agricultural enterprise, which is determined by the system of using one's own competitive advantages and

provides the ability to adapt to changes in the external and internal environment, its level will directly depend on the anti-crisis management system in the agricultural enterprise. Thus, competitiveness is defined as an object of anti-crisis management in an agricultural enterprise.

Anti-crisis management methods are methods of action aimed at ensuring the effectiveness of anti-crisis management. It is advisable to specify them within the framework of directive (administrative), market and indicative signs [15, p. 189]. Directive management is possible under the condition of planning, strict discipline and coordinated actions of management bodies, since this is a prerequisite for restraining the ability of the economy to self-regulate. For example, financial levers may include conditions for providing state financial assistance or preferential lending to agricultural enterprises. At the same time, economic levers are anti-crisis means of achieving economic goals through state influence on the macroeconomic recovery of agro-economic processes, conditions for the functioning of production infrastructure and the development of agrarian entrepreneurship, combating the shadow economy, stimulating business activity in the environment of agrarian production and activating investment and innovation processes. Within the limits of social leverage, the state guarantees peasants social protection and preservation of jobs and minimum wages in the event of military mobilization.

Controlling, as one of the methods of the anti-crisis management mechanism in agricultural enterprises, must solve the following tasks: collection and analysis of internal and external information regarding the probability or identification of the causes of the crisis; permanent analysis and control of activity risks; identification of reserves for reducing the cost of production; assessment of deviations of actual activity indicators from planned ones and formation of proposals for adjusting plans; performance of internal consulting, i.e. development of internal regulations and coordination of relations with independent auditors; management and financial accounting.

Among the functions of controlling in the context of anti-crisis management in agricultural enterprises, we highlight:

- strategic planning of activities (modernization of machinery and equipment, introduction of innovations and marketing, increase of selling prices, study of new sales markets, etc.);
- budgeting (operational planning of activities either on the basis of reported indicators or on the basis of a new calculation of all norms and standards);
- factor analysis (estimation and analysis of financial needs to achieve the goal of strategic planning, identification and assessment of factors that led to deviations, development of conclusions and proposals to overcome negative factors and weak points);
- control (observation of the economic state, monitoring of its changes, use of necessary influence measures, formation of a base for identifying the causes of deviations and identifying weak points in the financial state of agricultural enterprises);

- internal consulting (development of methodical support for the activities of individual divisions of agricultural enterprises, preparation for management of conclusions and recommendations for solving problems).

In the mechanism of anti-crisis management, the tools themselves are a structural element and in a special way contribute to the achievement of the goals and objectives of anti-crisis management in agricultural enterprises. At the macro level, the selected tools are mostly used as preventive measures. At the microeconomic level, a specific agricultural enterprise is directly recognized as the subject of anti-crisis management. The management of the agricultural enterprise carries out economic and financial monitoring of activities to identify crisis situations and phenomena, is responsible for developing measures to prevent and overcome them. Therefore, the object of anti-crisis management is crisis situations and phenomena that accompany the financial and production activities of agricultural enterprises.

The preventive or preventive form of anti-crisis management is designed to ensure the identification and overcoming of threats, existing challenges, and their anticipatory neutralization. The purpose of the pre-crisis regime of management should be to ensure the type of activity of enterprises, when, under the condition of fulfilling its target function, the probability of its crisis-genicity is minimal [2, p. 103]. The reactive form of anti-crisis management at the micro level should be based on clearly defined measures to restore the pre-crisis state of the agricultural enterprise.

Reengineering of business processes, as a key method of anti-crisis management in an agricultural enterprise, involves the introduction of innovations, the latest business processes, and modern information products and technologies to enable the improvement of the financial stability and level of competitiveness of the agricultural enterprise.

Rehabilitation based on financial and organizational methods focuses on neutralizing crisis situations and phenomena for the financial recovery of agricultural enterprises. The effective sign of rehabilitation is the restoration of solvency and competitiveness of agricultural enterprises, prevention of their bankruptcy or liquidation. In the period of the general economic crisis, in particular caused by military actions, Ukrainian agricultural enterprises can take full advantage of the benefits of rehabilitation.

Thus, rehabilitation involves the possibility of full use of internal financial sources. Sanitation is a method that makes it possible to limit the attraction of additional resources for the financial recovery of the enterprise and not to increase its already large liabilities. Sanitation allows the enterprise to "earn" the necessary funds by increasing the volume of its revenues and allows to reduce the outgoing cash flows of the enterprise [3, p. 22-23].

At the same time, the increase in income from the sale of products is possible primarily due to the increase in production volumes, diversification and expansion of the product range, changes in the specialization of the agricultural enterprise. Another manifestation of rehabilitation is the effective restructuring of the assets of the agricultural enterprise, which is connected with the closure of low-profitable structural divisions, the sale of unused non-current assets, the sale

of surplus stocks, etc. A separate area of rehabilitation is the reduction of the cost of production due to the introduction of innovations, avoidance of downtime, reduction of the share of fixed costs in the evaluation of a unit of production due to an increase in production volumes. According to L. S. Sas, innovative development involves the continuity of the innovation process, the development and offering of innovations; active work on the next innovation from the moment the latest innovation is brought to the market, taking into account the product life cycle [10, p. 262-265].

Innovations are significant scientific and capital-intensive innovations in the development of personnel, equipment and technologies. These are new favorable conditions for customers. Innovations require significant risky investments, infrastructure development, comprehensive state support. They are an important management tool and the basis of strategic planning.

In particular, it is worth noting from foreign experience that information support for anti-crisis management in agricultural enterprises is provided by the latest software such as "Agrivi", "Agrinavia", "iAgri Online". The use of the above programs provides an opportunity to increase the efficiency of management of agricultural enterprises, organize the manager's actions, monitor the finances of the enterprise, monitor weather conditions, analyze all processes and phenomena, as well as plan.

The use of external financial sources of rehabilitation will enable agricultural enterprises to receive loans in sufficient volumes on an irrevocable basis. At the same time, in agricultural enterprises, which are characterized by a high level of provision of financial resources, we can observe an effective combination of own and borrowed financial capital. Also, in order to avoid bringing the agricultural enterprise to bankruptcy, it is necessary to establish a business partnership with creditors in such a way as to enable partial, but not full, coverage of costs. At the same time, the cooperation of an insolvent agricultural enterprise with a bank will be effective in obtaining rehabilitation loans. Rehabilitation loans are characterized by a low interest rate, long terms of use and low collateral requirements.

Administrative, economic and socio-psychological methods are used to implement the anti-crisis management mechanism. The functions are motivation, organization and control. At the same time, in the process of applying the anti-crisis management mechanism in the agricultural enterprise, the following tools are used:

- development of internal organizational regulations and executive documents on anti-crisis management;
- diagnostics of the financial state of the agricultural enterprise;
- financial and economic, technological and strategic analysis, optimization of the structure and composition of assets of the agricultural enterprise;
- formation of an anti-crisis team, evaluation of organizational efficiency, development of a strategy, restructuring of an agricultural enterprise;
- identification and coordination of interests of participants;

- forecasting changes in the financial and economic condition of an agricultural enterprise.

Thus, the internal regulations and regulatory documents of the agricultural enterprise, along with financial, economic and other resources, ensure the application of the anti-crisis management mechanism. The vectors of application of this mechanism are motivational, economic, legal, and informational and methodological guidelines. At the same time, one of the important stages of the anti-crisis management mechanism is the assessment of the agricultural enterprise's readiness for organizational changes. The importance of this stage is determined by the realization of the agricultural enterprise's ability to carry out planned measures regarding the transformation of the production, organizational and management structure, as well as other transformations. Because of this, the main emphasis is placed on the assessment of factors that affect the readiness of an agricultural enterprise to implement organizational changes. After all, it is precisely at this stage that measures are taken to overcome resistance to changes and determine the degree of risk of introducing such organizational changes [1, p. 36].

## CONCLUSIONS

Summarizing the presented material, we note that a special element of anti-crisis management in agricultural enterprises in the context of their financial stabilization is a set of actions involving the following successive stages:

1. Elimination and restoration of insolvency under current obligations and prevention of bankruptcy of an agricultural enterprise.
2. Restoration of financial stability with liquidation of insolvency within a short period due to implementation of urgent financial measures (financial support from financial and credit entities, pooling of capital, etc.).
3. Change in financial strategy as a result of accelerating economic growth with the achievement of full financial stabilization of agricultural enterprises. At the same time, it is desirable to increase the level of capitalization due to the increase in the market value of the agricultural enterprise against the background of the decrease in the cost of the used capital.
4. Controlling – management in real time, when according to the changes in the state of crisis of agricultural enterprises, not only the means of management, but its target orientations are adjusted. At this stage, the following are expedient: a periodic study of the financial condition for the early detection of signs of a crisis in the development of an agricultural enterprise; determining the scale of the crisis, fixing the results and comparing them with indicators of past periods and normative values; establishing the causes of crisis situations, researching the degree of influence of each of them on the scale of crisis activity, developing an anti-crisis management

policy; formation of goals and executive mechanisms of anti-crisis management to ensure financial recovery through the implementation of internal reserves and external aid.

Thus, any management of agricultural enterprises should, in principle, be anti-crisis, that is, built on taking into account the risk and danger of crisis situations.

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