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## FORMATION OF THE MECHANISM OF ANTI-CRISIS MANAGEMENT IN AGRICULTURAL ENTERPRISES

### **Abstract.**

*The article substantiates the theoretical and practical aspects of the formation of crisis management and the development of crisis programs of agricultural enterprises in modern economic conditions. The components of the crisis management mechanism in agricultural enterprises have been clarified. The stages of crisis management at agricultural enterprises are described. The requirements for the development of the anti-crisis program of agricultural enterprises are considered. The parameters for carrying out anti-crisis measures at agricultural enterprises have been clarified. The algorithm of actions for stabilization of agricultural enterprises is substantiated.*

**Keywords:** *anti-crisis management, anti-crisis management mechanism, preventive anti-crisis management, reactive anti-crisis management, situational anti-crisis management, anti-crisis program.*

**Formulation of the problem.** Modern economic conditions for the operation of enterprises often lead to the development of a crisis. Domestic agricultural enterprises operate in conditions of financial difficulties due to the instability of the economic situation, inefficient use of funds, unbalanced financial flows, inflation, etc.

Overcoming the crisis of agricultural enterprises requires in each case adequate, unique and comprehensive application of crisis management, which would

aim to minimize the risk of losing control over the situation and its development in a natural, destructive scenario.

**Analysis of recent research and publications.** Problems of crisis management are revealed in the research of economists: K. Golovach [1], V. Koyuda [3], L. Ligonenko [5; 6], I. Makarenko [7], V. Makhovka [8], S. Ramazanov [10], P. Stetsyuk [11], O. Tereshchenko [12], O. Khandiy [13] and others. These studies are devoted mainly to the theory and methodology of

crisis management, or practical aspects of crisis management of enterprises in certain industries. The problem of anti-crisis management of agricultural enterprises operating in extremely difficult economic conditions, aggravated by changing natural factors, is the least studied.

**Formulation of research goals.** The purpose of the article is to substantiate the theoretical and practical aspects of the formation of anti-crisis management and development of anti-crisis programs of agricultural enterprises in modern economic conditions.

**Presentation of the main research material.** Currently, the vast majority of agricultural enterprises do not have an effective anti-crisis management system. In order to identify potential opportunities in the formation of the financial potential of enterprises, it is necessary to implement anti-crisis measures in a timely manner. After all, the sooner the company analyzes and identifies a potential threat of crisis, the lower the cost and in a short period of time it will be able to prevent bankruptcy.

The mechanism of anti-crisis management of an agricultural enterprise covers a set of interconnected levers and tools to influence the factors, causes and consequences of the crisis in order to improve, stabilize or achieve a qualitatively new state of economic activity or business process.

In numerous scientific publications on the problem of forming a mechanism of crisis management, scientists often identify a set of its elements with: stages of technology – prevention, elimination, functions – planning, monitoring, management subsystems, etc..

P. Krush and A. Pogrebnyak [4] believe that the mechanism of crisis management is activated by regulating the duration of production, operating and financial cycles to improve the efficiency of current assets management, reducing the duration of the financial cycle, production diversification, reengineering and more.

The mechanism of crisis management of an agricultural enterprise consists of two subsystems: elements of the system (purpose, object, subjects, principles, functions, strategies) and procedural (process) elements that activate and coordinate the crisis management system to achieve goals agricultural enterprises: monitoring, diagnostics, analysis and evaluation, internal capabilities, preventive measures, stabilization and rehabilitation, control, etc.

Implementation of the components of the crisis management mechanism is ensured by available or borrowed resources (material, financial, human resources, etc.). Thus, the mechanism of anti-crisis management ensures the implementation of the goals and objectives of the enterprise as a system through the coordination of its interests with the operating environment and takes into account the degree of need, available opportunities and purpose of anti-crisis measures.

Anti-crisis management in the field of finance involves ensuring solvency on the basis of control and management of cash flows, increasing the stability of the enterprise. These measures are designed to improve the conditions of economic activity, to ensure the restoration of solvency and stability, to normalize the balance of the enterprise through its recovery.

Anti-crisis marketing is one of the most effective links in the anti-crisis management system at the stage of rehabilitation, which involves effective management and improvement of pricing and product range, sales, logistics, business planning and more. It is important to monitor the external environment to find new areas of activity, as well as to identify trends and shifts in the market and threats to competitiveness.

Anti-crisis personnel management aims to study the behavior of personnel of the enterprise in a complex crisis situation and increase the efficiency of its work. At the same time special methods of regulation of labor relations are used. In a crisis situation, the company and its employees should be very careful to take measures to reduce staff and carefully assess the professional characteristics of employees. Special attention needs to be paid to the analysis of the socio-psychological state and moral factors in the team, democratic management, elimination of psychological stress and taking into account the needs of staff.

Properly organized anti-crisis investment policy and the development of investment strategies and projects can bring the company to sustainable development. At the same time, it is extremely important to correctly determine investment priorities and attract promising sources of funding.

Anti-crisis organizational management of an agricultural enterprise is to choose the optimal model of its organization taking into account the industry specifics, the formation of an adequate organizational structure and management system, which is a condition for the exit of the enterprise from the crisis. The updated organizational structure of the enterprise can be focused on the new policy of management and development and take into account the growing instability of the external environment.

In modern theory and practice of management there are three types of mechanisms of crisis management – preventive, stabilization and radical, the use of which in their systemic interaction provides a constructive response to crisis challenges that threaten the functioning of agricultural enterprises.

The mechanism of preventive crisis management is a set of interconnected levers and tools to influence the factors, causes and consequences of the crisis to improve, stabilize or achieve a qualitatively new state of the subject of activity (business process) in agriculture. The preventive mechanism operates mainly at the tactical and operational levels of enterprise management. Preventive crisis management is chosen in case of a development crisis.

The stabilization mechanism is used at the tactical level of management, and the radical mechanism, which often includes financial rehabilitation, overcoming the threat of bankruptcy, reengineering, etc. is used at the strategic level of management.

Reactive anti-crisis management is chosen in case of a crisis in the functioning of the agricultural enterprise. Reactive crisis management involves supporting the life of the enterprise and improving the situation in its internal environment with the help of renewable control levers. Reactive management is aimed at

providing liquidity, saving capital and factors of production to achieve the goals of the enterprise.

Any crisis is not a permanent phenomenon: it arises, lasts for some time and disappears (overcomes) under the influence of management measures and procedures. And most crises occur suddenly, spontaneously. In this regard, there is a need to apply, along with systemic, situational and anticipatory (risk and flexibility policy) crisis management, especially in agricultural enterprises.

Situational management is designed to respond in real time to unexpected deviations in production and organizational processes using relevant information about the state of individual processes and the system as a whole. For this, as noted by A. Polyanska, a special way of thinking is used, which is formed on the basis of the creative potential of managers and accumulated in the organization of corporate knowledge [9, p. 158]. In conditions of hidden (latent) uncertainty, a risk policy can be applied, as well as a policy of flexibility to increase security by strengthening the company's ability to adapt. Such management is also based on systematic monitoring, assessment of the situation and ensuring flexibility of management [9, p. 159]. At the same time, effective tools for influencing crisis phenomena should be rapid analysis, self-control, prevention, development (adjustment) of the current strategy, rehabilitation, restructuring.

When conducting crisis management at agricultural enterprises, the sequence of stages should be followed:

1. Diagnosis of the current state of the enterprise, which requires anti-crisis measures.
2. Defining the purpose and objectives of crisis management.
3. Definition of the object and subject of crisis management.
4. Diagnosis of resource capabilities of the object of crisis management for the effectiveness of decisions.
5. Development and implementation of anti-crisis program.
6. Development of proposals to prevent future crises.

The main tool of preventive management is the development of anti-crisis programs.

The crisis management program includes a set of interconnected and interdependent management decisions, outlined in space and time, agreed on the performers, subject, content and resources, to prevent and overcome the crisis in the enterprise. The effectiveness of preventive anti-crisis programs largely depends on the adequacy and practical significance of the existing set of anti-crisis measures.

The anti-crisis program of the enterprise is the central link of anti-crisis management, which connects its purpose and system of goals, ways to achieve them with the task of overcoming the unstable situation and ensuring further dynamic development of the enterprise [4]. This is confirmed by a number of requirements for this document, the most important of which should be [3]:

- subordination to the strategic priorities of the enterprise;
- timeliness and flexibility of response to new external and internal factors affecting the results of the enterprise;
- quantitative and qualitative measurability of results and parameters of anti-crisis measures;
- specificity of content for performers.

The implementation of these requirements, which create the preconditions for the organizational support of the anti-crisis program, should contribute to the further development of the enterprise mainly on an innovative basis. This fact is due to the fact that the company, being in crisis, regardless of its further dynamics, has exhausted its traditional opportunities to stabilize and improve the situation, ie there were a number of contradictions in the implementation of economic processes of economic, social, technological, organizational nature. To overcome the contradictions to ensure further dynamic growth and operation of the enterprise, it is advisable to use mainly innovative anti-crisis measures – a system of innovative strategies [2] aimed at strengthening the current state of the enterprise and forming the basis for long-term sustainability.

The anti-crisis program of the enterprise is a planning document that establishes the goals and objectives appropriate for achieving in the planned period, as well as methods of their implementation (Table 1).

Table 1

**Substantive characteristics of the anti-crisis program of the enterprise**

Characteristics of the crisis program	Types of crisis management		
	Preventive	Reactive	Post-Crisis
Purpose	To get out of the unstable state and prevent further bankruptcy		
Tasks	Diagnosis of the risk of crisis development and forecast of its consequences	Assessment of the scale of the crisis and its phase	Review of strengths and weaknesses in the new economic conditions
The main sections of the anti-crisis program	Products, resources, markets, organization of implementation		
Components of diagnostics of the state of the enterprise	Property condition, financial stability, liquidity and solvency, profitability and business activity, innovative potential		
Indicators of the innovative component of the selection of anti-crisis measures	The share of intellectual property in the total value of enterprise property Share of R&D personnel Ratio of property intended for R&D Coefficient of introduction of new types of products Coefficient of stability of innovative growth	Net discounted value Internal rate of return Payback period	The potential of an innovative product
Methods of planning innovative activities	Scenario approach (optimistic, pessimistic, most expected scenarios); strategic controlling		

The anti-crisis program is developed on the basis of the carried out monitoring of internal and external environment of the enterprise which provides:

- diagnostics of the results of the enterprise (income and expenses, production volume, profitability, profit, financial stability, liquidity, turnover);
- assessment of the amount, structure and repayment period of external financial liabilities;
- determining the causes of the emergence and deepening of the financial crisis of the enterprise;
- analysis of the scale and consequences of further deepening of the financial crisis, as well as determining the date of bankruptcy;
- analysis of internal opportunities for further crisis phenomena.

The anti-crisis program should be presented in the form of a document that has the following characteristics:

- the purpose of the program is to get out of the crisis and prevent the possibility of bankruptcy;
- the objectives of the program are to diagnose risks and predict their consequences, analysis of the scale of the financial crisis, assessment of strengths and weaknesses under the new conditions of activity;
- components of the diagnosis of financial condition are property status, solvency, stability, liquidity, profitability and business activity of the enterprise;
- indicators of the innovative component of the selection of anti-crisis measures are the rate of return, innovation potential, payback period, the rate of introduction of new products, the share of intellectual property in the total value of property.

The formation of the anti-crisis program begins with the definition of tasks, time period of anti-crisis measures (taking into account the seasonal nature of enterprises), selection and development of management decisions on the crisis of functioning or development, communication and information systems for further

analysis. The content of the actual anti-crisis program includes the definition of priority activities in animal husbandry and crop production, analysis of indicators of agricultural enterprises in terms of resource constraints, assessment of financial opportunities for anti-crisis measures on the following parameters:

- analysis of the amount of capital adequacy and cash to overcome the crisis;
- determining the availability of an insurance policy that would cover the possible costs of overcoming the crisis;
- optimization of the use of financial resources provided that some costs are reduced, which do not have a significant limiting value for the normal course of production processes;
- search for external sources of resources for the production process in a crisis;
- analysis and assessment of the nature and effectiveness of management decisions and measures on crisis management and qualification competence of managers, etc.

The formation of an anti-crisis program for agricultural enterprises is possible in the form of a comprehensive business plan, which includes a set of anti-crisis measures to overcome the crisis in conditions of uncertainty and difficulty. The anti-crisis program should include, first of all, preventive measures: crop insurance, loan rate subsidies, leasing of agricultural machinery, debt restructuring.

The implementation of the program is financed usually at the expense of own capital and provides optimization of the internal environment of the enterprise by carrying out effective and balanced anti-crisis policy. To overcome the crisis of enterprises that do not have enough own resources, it is possible to attract external investors and use the rehabilitation project to prevent bankruptcy. The implementation of this type of anti-crisis program requires the involvement of external

sanatoriums, which will make management decisions and implement procedures to achieve stable operation of the enterprise. Restructuring of the main measures of financial and economic activity of agricultural enterprises is carried out by means of the stabilization policy directed on the decision of such basic problems:

- overcoming insolvency;
- optimization of financial stability;
- improving the organizational structure of the enterprise;
- improving the management system and effective management activities;
- ensuring sustainable growth of the enterprise in the long run.

The purpose of crisis management is to restore the stable development or operation of the enterprise with a minimum reduction in its market value. Achieving this goal is ensured by stabilization. The peculiarities of the conditions for the implementation of stabilization measures are limited time, psychological stress on staff and uncertainty of financial condition, which is caused by unstable conditions of the enterprise and problems with defining procedures and management decisions.

Stabilization of an agricultural enterprise can be conditionally represented in the form of the following algorithm of actions:

1. Carrying out an express analysis of an agricultural enterprise and analysis of the obtained results.
2. Monitoring and diagnosis of the probability of a crisis for an agricultural enterprise.
3. Elimination of insolvency risk.
4. Restoration of financial stability.
5. Ensuring stable development.

The first two management actions are purely diagnostic and evaluative. Their main feature is that the manager, who pays considerable attention to the successful operation of the enterprise, will have operational information and will be able to predict the likelihood of a crisis. For some managers, especially domestic agricultural enterprises, monitoring and diagnosing the crisis is quite problematic due to the lack of professional knowledge and practical experience of managers. Under such conditions, anti-crisis measures are resorted to as early as the moment of insolvency. To avoid such a situation, the company's management must prepare in advance for its occurrence by taking such measures:

- give the authority to conduct a systematic analysis of financial statements for internal needs of a particular person, usually one of the employees of accounting, which is often practiced;
- introduce the position of a specialist analyst in crisis management, whose proposals will help avoid problems.

In order to eliminate the causes of insolvency of the enterprise (the third step of the algorithm), the practice of crisis management has developed many different measures. Insolvency is characterized by a situation where the positive cash flow exceeds the negative. In this state, it is allowed to make various management decisions that allow certain losses, at the cost of which it is possible to restore the solvency of the enterprise.

First of all, the way out of this situation may be to

increase cash flow or reduce working capital through savings. The increase in cash flow can be achieved through the sale of finished products, goods, unused inventories or by converting other assets of the enterprise into cash. Liquidation of fixed assets is allowed only as a last resort, because the sale of fixed assets have to be carried out at a price lower than the book value.

At the same time, problems with creditors are beginning to arise. Therefore, all funds received by the company are blocked and written off in their favor. Thus, the reserves for increasing cash inflows in the event of insolvency may be: the sale of short-term investments; sale of receivables; sale of stocks of finished products; sale of surplus inventories; sale of unprofitable productions and objects of non-productive sphere.

The best possible solution for the organization and course of the crisis situation in agricultural enterprises is to maintain the speed of working capital, given that it is with their help in the future will improve profitability. Restoration of financial stability in the fourth stage of the algorithm includes measures such as reducing inefficient costs by reducing the production or sale of unused non-current assets. Thus, among the ways to restore financial stability are:

1. Cessation of production of unprofitable products. In agricultural enterprises, this is quite problematic, because the production of unprofitable crop products can be suspended only at the beginning of the sowing period. A possible option is to reorient crop and livestock production to a more profitable area before the operating cycle.

2. Withdrawal of consumables from the enterprise, if any, or transfer to their subsidiaries. However, the specifics of agriculture require the maintenance of a number of ancillary and service facilities in the production enterprises. In this case, the best option may be to merge with similar neighboring farms into cooperatives.

3. Improving the organization of labor and optimization of employment in the enterprise. This process in agricultural enterprises also has its own specifics related to the seasonality of work and employment of workers, depending on the areas of production. Since the reduction of key employees in the company is an unpopular measure in a crisis, it would be advisable to abandon additional payments and allowances, withdrawal of certain social benefits and so on. However, the advice of specialists should be followed, as a possible decrease in motivation will lead to a deterioration in the quality of work, the outflow of qualified personnel.

It should be noted that the savings of the salary fund, if it was carried out prudently and had effective consequences, is an effective tool for crisis management. In particular, sometimes in practice the following method is used: if the salary was paid irregularly, the administration announces a reduction of its amount, but payments are made regularly.

Personnel management in times of crisis should be accompanied by such measures as psychological and anti-stress training, communication support and willingness to work together in extraordinary, critical conditions associated with increased mental and physical



stress. In times of crisis, managerial competencies are very important, which is manifested in the redistribution of management functions from management to coordination. It is the coordination functions that require clarity and decisive change from the staff, while acquiring the form of sound management in conditions of limited time and overloaded work schedule.

4. Reduction of current funding. Carried out through debt restructuring in the following forms:

- assignments or sales of debt obligations at a discount;
- conversion of debts into authorized capital, which is carried out by expanding the authorized capital to the amount of debt or by assigning the owners of part of their share (shares, shares) with the appropriate inclusion of the creditor in the number of owners;
- concluding forward contracts for the supply of products of the enterprise in the future at a fixed price, ie providing the opportunity to credit their debts to the creditor by obtaining an advance on long-term supplies of products of the enterprise. The main requirement is that the contract price must exceed or be equal to the cost of production in the future.

Ensuring the stable development of the agricultural enterprise at the last stage of the algorithm of financial stabilization is possible by increasing the cash flow from the main activity of the enterprise. In the post-crisis period, strategies aimed at optimizing production, efficient pricing, strengthening market positions and streamlining management are relevant. Prerequisites and main characteristics of stable development at the enterprise are its ability to meet its obligations in full (providing consumers with products at an affordable price, the required quality and in a timely manner, at the right time and in the right place).

To achieve financial stability and stable development of the enterprise should be effective management of internal factors that affect its activities. Such management provides:

- use of optimal directions of effective expansion of assets;
- efficient use of non-current assets;
- rationalization of the composition and structure of current assets and business activity;
- optimization of the structure of financial resources;
- mobilization of attracted capital;
- prevention of losses and increase the profitability of enterprises;
- effective use of existing simplified tax regimes for agricultural enterprises;
- optimization of depreciation policy;
- providing self-financing;
- optimization of credit policy;
- restructuring.

The main directions and tasks in improving the mechanism of financial balance should be:

- improving the management of own working capital and non-working capital by optimizing the composition and structure of current assets, reducing the cost of formation of financial resources of the enterprise;

- rationalization of cash flows through the modernization of the financial planning system;

- development of effective financial controlling in agricultural enterprises, which will include the definition of its purpose, object, direction, types and areas of activity;

- creation of a system for monitoring the financial condition and formation of appropriate anti-crisis management measures.

It should be noted that in agricultural enterprises that were in crisis, the achievement of financial equilibrium is most often achieved by increasing incoming and reducing outgoing cash flows in times of crisis. The increase in cash inflows during the stabilization period is achieved through the following main measures:

- sales promotion of basic products;
- development of additional own or borrowed capital;
- improving the optimization of current assets;
- mobilization of internal reserves of self-financing; - expansion or diversification of activities.

Accompanying should be a reduction in output cash flows, which is achieved by:

- reduction of current payments within operating activities;
- restructuring of accounts payable;
- revision of dividend policy.

Today there is an urgent need to develop and implement approaches to project management of crisis management and financial recovery of enterprises, which could allow management to effectively and painlessly implement program measures to restructure their activities in accordance with market requirements.

Thus, the current anti-crisis program is the main tool for implementing the strategy of crisis management of agricultural enterprises and is the basis of the system of its strategic development, as it provides an effective process of planning, management, coordination of labor, financial and material resources throughout the life cycle. With its help the purpose defined by the management of the enterprise is reached, the set structure and volumes of manufacture are realized, restrictions concerning cost, terms and quality of works are carried out.

Development of the anti-crisis program of the enterprise in the form of a number of measures on the basis of the offered provisions in the future will strengthen a financial condition in the conditions of variability of external environment and will provide transition of the enterprises to innovation-intensive type of development.

**Conclusions.** Thus, in order to identify potential opportunities in the formation of the financial potential of agricultural enterprises, it is necessary to timely implement anti-crisis measures. The process of bringing the company out of crisis should include an organized and coordinated action plan. This process determines the feasibility of developing local documents of the enterprise during crisis management. The decisive role under these conditions belongs to the development of anti-crisis program, which is an internal document that systematizes the list of measures to be taken within the

enterprise, its structural units in order to bring the enterprise out of crisis and ensure effective economic development. The developed standard anti-crisis program will help reduce the negative factors of the crisis in agricultural enterprises and ensure their financial stability, competitiveness in the long run.

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### FORMATION OF THE AGRICULTURAL LAND MARKET IN THE CONTEXT OF INNOVATIVE DEVELOPMENT OF THE CROP INDUSTRY

#### **Abstract.**

*The article analyzes the current state and prospects for the development of land relations in the context of innovative development of the crop industry in Ukraine. The article considers the essence of the land market as a special commodity sphere of the economy, sale, pledge, lease and exchange of land, the implementation of effective economic activities, where economic relations regarding the purchase and the use of given economic resource are implemented. The functions of the land market are analyzed. It was found out that the integral elements of the land market order are: objects (land plots that are of state, municipal and private ownership); subjects (citizens and legal entities of Ukraine; territorial communities represented by the relevant local authorities; joint enterprises; foreign citizens and stateless persons; foreign legal entities; foreign countries); land market infrastructure; state regulatory legal framework. It is determined that innovative development is an integral part of the activities of agricultural enterprises, which ensures product competitiveness and strategic development. It is established that the state regulates the land market using a number of mechanisms, the main of which are legal, administrative, organizational and economic ones. The subject of the legal mechanism of state regulation of the land market is the legislative body of state power. The subject of the administrative and organizational mechanism of state regulation of the land market is the Executive state authorities and local self-government. The subjects of the economic mechanism of state regulation of the land market are the Cabinet of Ministers as the chief administrator of budget funds, state financial institutions, and Executive authorities. It is proved that the introduction of innovative processes should consider the specifics of the industry where they will be implemented. The introduction and development of the land market, which is one of the main factors influencing the effectiveness of the state, is of particular importance. The efficiency of agricultural land use in the context of various forms of management in the agricultural sector has been analyzed.*

**Keywords:** *land market, crop production, crop industry, agricultural lands, land market, innovative development.*