

UDC 330

*Vlasiuk T., PhD in Economics, Associate
Olshanskyi H., graduate student
Kyiv National University of Technologies and Design
Khoroshko D., graduate student
State Research Institute of Informatization and Modeling of Economy*

ANTI-CRISIS ACTIVITIES OF ENTERPRISES: A SECURITY MECHANISM IN THE CONDITIONS OF INTEGRATION

With the development and deepening of crisis processes, the defining feature of the economy is the instability and uncertainty of business in the strategic future. With the rapid transformation of the economic space, various factors of influence on the competitive positions of modern enterprises appear which requires them to take adequate actions for changes [1; 3; 5]. The existing number of crisis changes causes further complications and the search for qualitatively new approaches to management decisions. In order to maintain their competitive positions, enterprises need to develop and implement an appropriate mechanism of anti-crisis management, which would contribute to their effective functioning and provide an opportunity to prevent crisis phenomena [2; 4; 6].

The anti-crisis management mechanism in the context of integration consists of elements of a different nature, of which five main elements brought positive results for the company. The system of organizational support is an interconnected system of internal divisions, services, managers of the business entity, who are authorized to prepare and make financial decisions, are responsible for their implementation and the results of financial and economic activity, achieving the goal and implementing the tasks of anti-crisis management. The mechanism of ensuring the anti-crisis activity of the enterprise in the conditions of integration can be presented in the form of the following components: economic, financial, technical and social security. The economic component of the mechanism of anti-crisis activity in integrated conditions aims to constantly take measures to improve its operational efficiency and increase the income of employees, as well as the pace and scale of own profit. The financial part is based on numerous considerations regarding financial capabilities and an objective assessment of external and internal factors, which can ensure compliance of the financial and economic capabilities of the enterprise with current market conditions. It involves the formation of long-term goals of financial activity and the choice of the best way to achieve these goals. The social security component of the enterprise's anti-crisis activity in the context of integration should be understood as a set of actions to minimize the material losses of employees to support social standards for these persons in periods of unstable work of the business structure due to the redistribution of a share of its profit [5; 7; 9].

The technical component is aimed at creating conditions for the smooth operation of technical means used in anti-crisis activities, as well as procedures for enterprises to identify and eliminate crisis processes. Technical support activities are aimed at solving complex technical problems and ensuring that machines and technologies function as a single system. One such effective measure is the use of technology for personnel, which can reduce personnel turnover, retain high-quality personnel, increase incentives to work, reduce crisis periods, increase the authority of the person in charge, and ensure the efficiency of the entire organization. As for integration, the anti-crisis management mechanism involves a combination of organizational and economic measures in the form of methods, tools and levers operating on a legal basis aimed at forecasting, preventing, minimizing or eliminating external and internal threats to the enterprise. These measures are aimed at preventing or eliminating crisis phenomena, threats unfavorable to business [6; 8; 9].

Література

1. Вдовенко Н. М., Сухомлин Л. В., Бачкір І. Г., Гнатенко І. А. Управлінські засади моделювання державних пріоритетів в інноваційній економіці: диверсифікація підприємницької діяльності та адаптування ринку. *Економіка та держава*. 2021. № 9. С. 19–23.
2. Комарецька П. В. Реструктуризація промислових підприємств в системі антикризового фінансового управління. *Формування ринкових відносин в Україні*. 2007. № 6 (73). С. 61–64.
3. Ложачевська О. М., Гнатенко І. А., Сухомлин Л. В., Мельник О. Ю. Моделювання інфраструктури підприємництва неінноваційного управління на національному та регіональному рівнях в умовах децентралізації. *Інвестиції: практика та досвід*. 2021. № 18. С. 5–10.
4. Пузирьова П. В. Вдосконалення управління фінансовим потенціалом підприємств шляхом мінімізації економічного ризику. *Формування ринкових відносин в Україні*. 2008. № 11 (90). С. 43–46.
5. Пузирьова П. В. Управління фінансовим потенціалом підприємств: автореф. дис. на здобуття наук. ступеня канд. ек. наук: спец. 08.00.04 – економіка та управління підприємствами. Київ, 2009. 26 с.
6. Ткаченко В. В., Ткаченко І. В., Пузирьова П. В. Шляхи підвищення ефективності управління фінансовим потенціалом підприємств в умовах ринкової економіки. *Advancing in research and education: abstracts of XII International scientific and practical conference* (La Rochelle, France, December 07–10, 2020). International Science Group, La Rochelle, France, 2020. P. 126–130.
7. Kasych, A., Suler, P., Rowland, Z. (2020). Corporate Environmental Responsibility Through the Prism of Strategic Management. *Sustainability*, 12 (22). URL: <https://www.mdpi.com/2071-1050/12/22/9589>.
8. Olshanska, O. V., Puzyrova, P. V. (2022). The innovative potential of integrated business structures: theoretical and methodological framework for evaluation and implementation = Інноваційний потенціал інтегрованих структур бізнесу: теоретико-методичний базис оцінювання та реалізації. *Журнал стратегічних економічних досліджень*. 2022. № 1 (6). С. 56–66.
9. Tkachenko, V., Tkachenko, I., Puzyrova, P. (2020). Fundamentals of financial and economic security management of Ukrainian enterprises. *Research Papers in Economics and Finance*, Vol. 4, No. 2, P. 41–51.

UDC 338

*Vlasiuk T., PhD in Economics, Associate
Olshanskyi H., graduate student
Kyiv National University of Technologies and Design
Khaliliaeva O., graduate student
State Research Institute of Informatization and Modeling of Economy*

ADVANTAGES AND DISADVANTAGES OF ECONOMIC INTEGRATION AS THE BASIS FOR DEVELOPMENT OF DOMESTIC SMART ENTERPRISES

As part of the integration process, such relationships are established between enterprises that ensure long-term convergence of their general goals. The desire of smart enterprises to interact in the form of integration is due to the advantages it possesses: reducing the level of uncertainty in supply and sales, limiting competition, facilitating the diffusion of smart technologies and smart processes, innovations, and reducing costs [1; 3; 5].

Types of economic integration differ significantly in the nature of integration processes. The main ones are carried out based on "acquisition" and "merger". In addition, the processes of creation and unification of smart enterprises, in which small and medium-sized business entities participate, play an important role in the economy. In fact, an integrated entity can include many more entities that form a chain consisting of not one, but two or more links. The number of participants may also include structures that are not connected by technological processes, but they also make a significant contribution to the synergistic effect, as they provide the necessary financial and other infrastructure [2; 4; 5].

Economic integration provides significant advantages: an increase in the amount of profit received by a smart enterprise is achieved by solving the problem of "double marginalization"; the uncertainty in the offer of components decreases, their delivery is carried out "just in time"; there is an opportunity to redistribute risks throughout the chain; transaction