

ANTI-CRISIS MANAGEMENT UNDER CONDITIONS OF UNCERTAINTY AND RISK

Today, anti-crisis management has become increasingly important in conditions of a crisis, and it involves preventing the development of crisis situations, a realistic evaluation of a company's activities and its development prospects. It is worth noting that there are issues related to anti-crisis financial management that have not yet been fully researched. Resolving these issues will help improve the system of anti-crisis financial management for enterprises.

In the current crisis conditions, the economy of Ukraine faces significant uncertainty, which is caused the dynamic development of the global and national economies, unpredictable market trends, constant legislative adjustments to the regulatory framework, fast product life cycles, rapid scientific and technological progress, and a revolution in the entire system of production forces and scientific and technological progress.

In such conditions, weaknesses in economic stability indicators of enterprises signal about the development of crisis processes. The crisis situation in Ukrainian enterprises is related to the COVID-19 pandemic and Russian armed aggression, leading to a reduction in production volumes, a decrease in investment and innovation activity, a lack of working capital, imbalanced financial flows, suboptimal capital structure, and unsatisfactory changes in economic stability indicators.

In light of the armed aggression by Russia, significant losses in production capacity of many enterprises, deterioration of the logistics supply system, and instability of the national currency exchange rate, all enterprises should focus on active crisis management based on the established company development strategy.

Anti-crisis management at the enterprise is necessary and possible for several reasons. Crisis phenomena can be predictable, accelerated and mitigated, so it is necessary to prepare for them. Crisis management requires special approaches, specialized knowledge and experience. Crisis processes can be managed to some extent, and crisis management can contribute to their acceleration and minimization of consequences.

Enterprise anti-crisis management is a comprehensive system consisting of external and internal anti-crisis management. It includes methods and techniques applied at the enterprise to overcome crisis situations, minimize

negative consequences, effectively manage internal and external policies, and restore or increase economic stability.

In Ukraine, the application of anti-crisis management systems is complicated by several reasons. Among them are uncertainty in society, social and political contradictions, the absence of unified social and economic standards in reproduction, as well as significant subjectivity in assessing the functioning of especially complex socio-economic systems. These factors complicate the development of a clear system of objectives and actions for the development of different management objects and coordinated activities between them.

The conditions of a crisis situation require compromise decisions from anti-crisis management that may be less optimal than those made in normal management conditions. In such circumstances, anti-crisis management aims to urgently mobilize financial resources, suspend investment activities in favour of investing in promising projects, ensure the functioning of the enterprise in conditions of resource scarcity instead of rational resource use, and suspend the implementation of social programs. In such circumstances, the decisions made are compromise solutions that may be less optimal than those made in normal management conditions, but they are the best among the proposed alternatives. Such decisions may be of poorer quality and fewer in number than during uninterrupted enterprise operation.

Therefore, it is important to use the mechanism of anti-crisis management, which aims to create management decisions with minimal risk and negative consequences in order to achieve the set goals. First, it is necessary to diagnose the crisis situation, identify deviations of parameters from the norm, establish cause-and-effect relationships, and forecast possible directions of crisis development. The second stage is the development of a crisis management concept, the creation of situational plans or scenarios, and the implementation of strategic directions in practice.