



Organization of Strategic Management of Enterprises against the Economic Crisis

Abdurakhmanov Aliakbar

Tashkent State University of economics, graduate school

Abstract: In the scientific article, the ways of organizing the strategic shift of enterprises against the economic crisis are indicated. The cases of assessing the institutional capacity and external environment in the management of enterprises, monitoring the implementation of competitive advantages of the enterprise and its financial recovery work, substantiating the strategy of anti-crisis management of the activities of enterprises and moving its implementation to the path of innovation development are scientifically adapted.

Key words: Enterprise, Enterprise activity, enterprise economy, management strategy, management methods, marketing strategy, competitive environment, crisis concept, reasons for quote, crisis situation, financial assessment, financial strategy.

Introduction. Currently, it is considered difficult for even growing companies to make sure permanently that it is stable. The processes of globalization of the world economy only increase the uncertainty and complexity of relations between them in terms of the financial independence of counterparties.

It makes you look at the development of enterprises in a market economy with a different perspective. In accordance with the synergistic approach, enterprises constantly experience a number of discrete states of order (self-organization) and disorder (self-destruction), in which the stability of the state of the enterprise is interpreted differently than in the traditional theory of the economic cycle. According to economists, an enterprise, as a complex structure, can fail, moving from a high steady state to an unstable state, from a steady state to an unstable state at any time [1,2]. In other words, an enterprise can go from a state of development to a state of collapse, that is, bankruptcy. Thanks to this, one of the main tasks of the management of the enterprise is not to let the enterprise go into an unstable state, that is, to its crisis.

Since crisis is a process, it should not be perceived as a stagnant state, it is a process. It is unlikely that the normal development of the enterprise will be accompanied by various circumstances that can quickly lead to undesirable development and threaten the enterprise or its functioning.

Theories that treat the crisis as a phenomenon aimed at breaking the old and developing the new perceive it in a positive way. Therefore, such theories were based not on dealing with a crisis, but on a structural transformation of the system corresponding to new relationships. Thus, the liquidation of bankrupt enterprises was perceived as a necessary condition for the effective functioning of the market mechanism. However, preventing bankruptcy, ensuring that businesses progress over a long period of time-is a more important task.

Analysis of thematic literature. Anti-crisis management is the influence of a controlling entity on an object using certain methods in order to eliminate a crisis. As an object of anti-crisis management, crisis situations in organizations (enterprises, firms, companies), networks are considered.

The subjects of anti-crisis management include owners, managers, public authorities and administration of enterprises and organizations, creditors, specially prepared crisis – managers (in bankruptcy court procedures-arbitration managers).

Three periods are distinguished when the enterprise faces a crisis. Based on the analysis of scientific sources, the author's thoughts on each of these periods are described. The pre-crisis period is sometimes referred to as the u (initial crisis) or latent crisis, the next being the second period separated into a period of acute crisis and the third period into a period of chronic crisis. The crisis at the enterprise begins with a strategic crisis. This is due to the fact that there is no clear and sufficiently developed strategic management system. The deepening of the strategic crisis leads to the emergence of a structural crisis [3].

A tense crisis period begins with a liquidity (affordability) crisis. The debt of the enterprise to creditors increases, and liquidity indicators deteriorate. If no action is taken, then the liquidity crisis can lead to a temporary deterioration in the state of the enterprise in which there is a loss of solvency [4].

Insolvency is divided into temporary and chronic types. The first case is that the receivables are not fully repaid at the time of the payment deadlines the reason is due to the lack or lack of funds for settlements with creditors, while in the time of chronic crisis the enterprise cannot fulfill the reasonable obligations caused by the lack of property in its assets [5]. The concept of "insolvency to pay" is close to the concept of "reduced liquidity", and some authors even consider them to be the same.

Crisis management, a system of measures known as crisis management, is aimed precisely at solving this task. Today, there are many works of scientists on anti-crisis management, in which the essence of anti-crisis management is variously described. However, in the work of scientists [6,7] there are the following general signs corresponding to anti-crisis management: management of the enterprise in the conditions of a general crisis; management of the enterprise in the midst of bankruptcy; activities within the scope of bankruptcy court procedures; a systematic approach to crisis management, in which Crisis Management is viewed as a set of activities ranging from initial diagnosis of a crisis to methods of overcoming it.

Western economic literature uses different approaches to describing the concept of "crisis management" [8,9]. They began to take shape from research by Western scientists published in the early 1990s.

The most literal definition of anti-crisis management is V.Patterson gave: crisis management is an action program that must be applied immediately when a negative situation occurs [10]. Ya.Mitroff defines crisis management as a consistent interdependent assessment of crises and forces in a variety of ways that may pose a threat to the company [11].

There are various opinions that determine the purpose of anti-crisis management:

1. The purpose of anti-crisis management is to develop measures aimed at eliminating the most dangerous paths leading to a state of crisis and implement them in the first place [12].
2. Anti-crisis management aims to achieve that even in a complex situation in which the enterprise has fallen, it is possible to introduce management and financial mechanisms that allow you to get out of difficulties with the least losses for the enterprise [13].
3. Separates three goals of anti-crisis management: overcoming the crisis as soon as possible; limiting losses; restoring trust in the company [14].
4. Anti-crisis management divides the two main goals set before [15]:
 - managing events in a way that reduces losses or other negative outcomes for human and material assets;

- to maintain confidence in the company, its management and corporate management in employees, customers, shareholders and those around the company, so as not to break with each of these audiences permanently.

There is also an approach that defines anti-crisis management as the sum of forms and methods of implementing anti-crisis procedures applied to a debtor Organization for the purpose of financial recovery or liquidation . In other cases, anti-crisis management is linked to the activities of Arbitration managers approved by the arbitration court [16]. It should also be noted that there are several other very different interpretations of the anti-crisis management category. Anti-crisis management is:

- a system of quick measures to reform the entire management system, taking into account possible financial and other risks;
- management aimed at preventing possible serious complications in the market activity of the enterprise, ensuring its stable, successful business operation with the aim of achieving an expanded reproduction on a modern basis;
- a certain enterprise is the sum of forms and methods of applying anti-crisis procedures in relation to the debtor. Anti-crisis management is a microeconomic category and reflects the production relationship that occurs at the enterprise level during the recovery or liquidation of the enterprise;
- management aimed at anticipating the risk of a crisis, analyzing its symptoms, developing measures to reduce the negative consequences of a crisis and using its factors for further development.

K. According to Lister, when developing a crisis response program, there are three main conditions that must be observed [17], in which the following must be defined: who will become a member of the anti-crisis team; the main actions and the distribution of responsibility for their implementation in the event of a crisis; making sure that each member of the team is familiar with

It should be noted that each author seeks to reveal one side or another of the term in question, depending on the task set forward in his work. At the same time, within different points of view I.K.Larionov, N.I.Bragin, A.T.A team of authors, consisting of the likes of Aliev, who have more fully revealed the concept of anti-crisis management, they consider anti-crisis management in two senses. In a broad sense, anti – crisis management is the systematic management of the object of economic management at one level or another of the economy in terms of Crisis Resistance. In a narrow sense, anti-crisis management is a system of organizational and managerial measures usually applied to a separate enterprise in a state of crisis, manifested in a loss of solvency, in which, in cases where the loss of solvency has a character that cannot be continuously eliminated, it is eliminated through bankruptcy proceedings. To manage against a crisis in a narrow sense, it is of great importance to determine the fact of financial insolvency of an enterprise, in which the official determination of financial insolvency is regulated by law.

Research methodology. The article makes extensive use of methods of comparative comparison of the importance of the management strategy for the elimination of enterprise activities from a crisis state, comparison and analysis of statistical data in the study and economic aspect, logical thinking, scientific abstraction, analysis and synthesis, induction and deduction.

Analysis and results. The period of chronic crisis includes seven stages of the development of the crisis at the enterprise, which come one after another. These are: strategic crisis, structural crisis, liquidity crisis, temporary insolvency, insolvency, insolvency, Insolvency, Bankruptcy. Figure 1 shows the periods in the development of the crisis at the enterprise in a drawing form. This drawing of the exchange of crisis stages at the enterprise reflects the gradual transition of the management crisis to the financial crisis, and then to the economic-legal crisis.

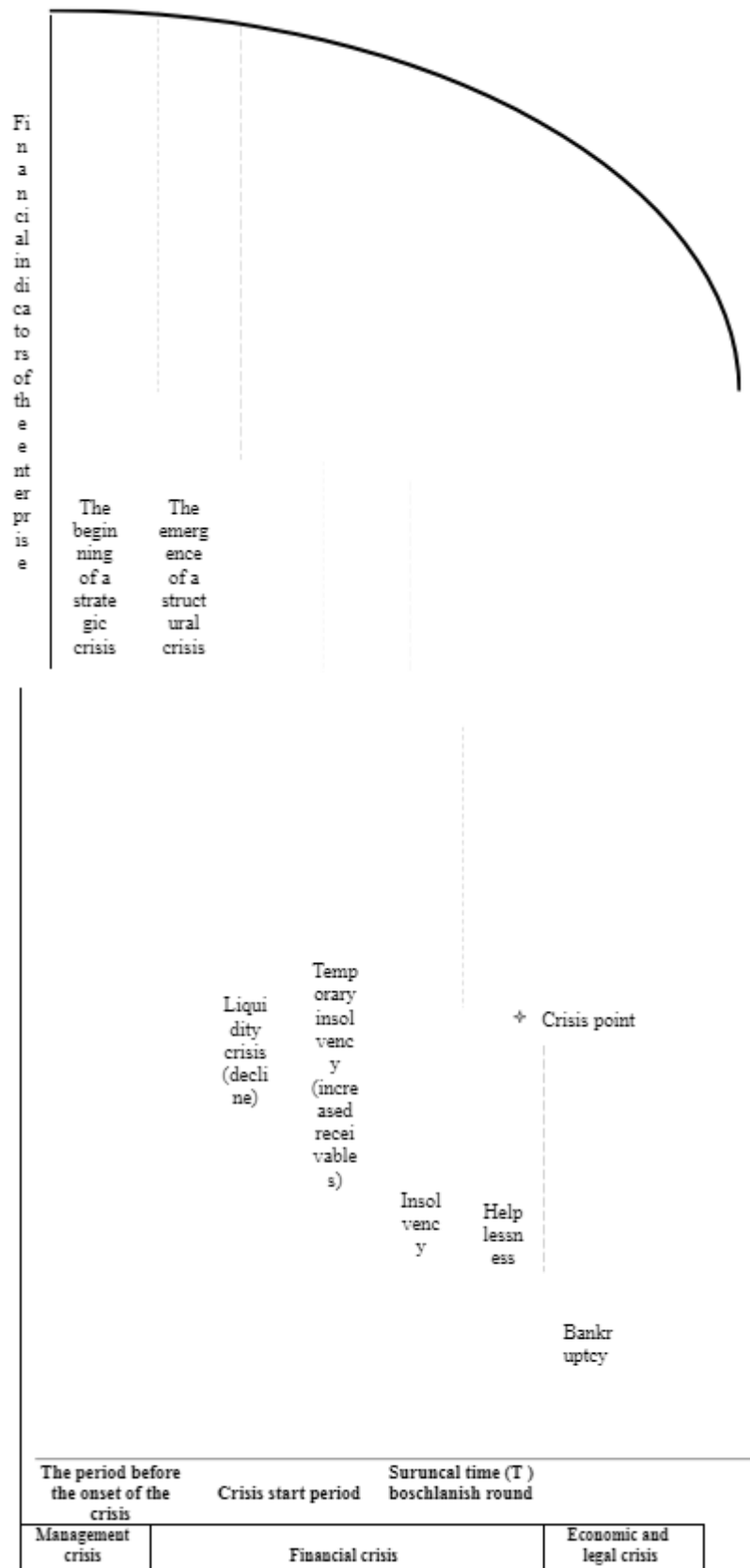


Figure 1. Periods of crisis development at the enterprise

General idea of the content of the process of managing an enterprise against a crisis I.A. In blank's research, it shows the following main stages of Management in question:

- to carry out constant monitoring of the financial condition of the enterprise in order to detect the symptoms of the financial crisis early;

- development of a system of measures to prevent the financial crisis during the diagnosis of the pre-crisis financial situation of the enterprise;
- identification (homogenization) of the parameters of the financial crisis during the diagnosis of the onset of the crisis;
- research on crisis-causing factors;
- assessment of the capabilities of the enterprise to eliminate the crisis;
- selection of directions (methods, mechanisms) of the work of stabilization of the enterprise corresponding to the scale of the crisis situation of the enterprise;
- development and implementation of a comprehensive program to bring the enterprise out of the financial crisis;
- control over the implementation of the program to bring the enterprise out of the financial crisis;
- development and implementation of measures to eliminate the negative consequences of the crisis by the enterprise.

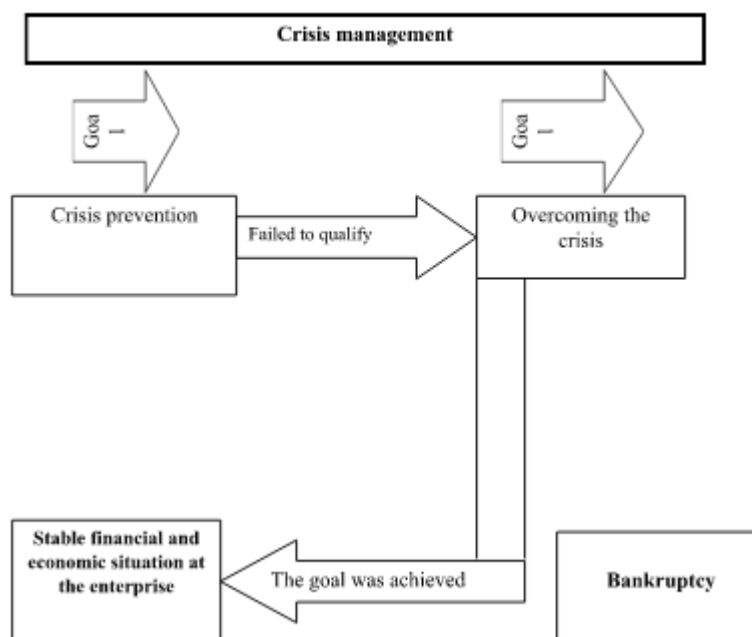


Figure 2. Enterprise crisis management model

It is known that development processes are periodic, and complexity increases on a curve, which characterizes the stages of the occurrence of conditions, the manifestation of complication processes, the completion of the resulting basis and the accumulation of the potential for further changes. In the scientific literature, anti-crisis management is interpreted from different points of view, and there is no single methodological approach to its definition.

On the basis of this idea, the following author's definition is given in the dissertation, summarizing the definitions of anti-crisis management. Anti-crisis management is a management system of enterprise management with a gross, systemic nature and aimed at preventing or eliminating undesirable situations for business, in which, in a certain way, the task is set to anticipate the risk of a crisis, identify and analyze its symptoms, causes of problems, possible prospects, measures to reduce the negative consequences of a crisis, and use It follows that the study is based on the goals and objectives of anti-crisis management. However, this is not so true, since the goal is the desired (desired) state of the object in the future, and the tasks are the activities that need to be carried out in order to achieve the goals set forward.

Table 1. Strategic management goals against the crisis

Type of anti-crisis management	Management objectives
Early crisis management	Strategic objectives: to prevent the risk that the organization will fall into a state where its mission cannot be realized, to face a crisis, and to create a profit-making performance (efficiency) potential that ensures the long-term advantage (long-term participation) of the organization in strategic segments of the market
Advanced management against crisis	Medium-term goals: to prevent the impending non-payment crisis and to extend the stage of sustainable functioning of the organization in accordance with its mission
Crisis management in times of helplessness	Close-term goals to maintain: to restore the opportunity and solvency of doing business and to create conditions for the transition to Advanced Management in the face of the crisis
Crisis management during bankruptcy	Set of goals depending on the object of management: to satisfy the requirements of creditors of the debtor enterprise as much as possible; to preserve the organization as a proprietary complex that allows other owners to continue the business again; to preserve the number of jobs as much as possible, etc.k.

To achieve the above goals, it is necessary to perform the following specific tasks:

- ✓ forecasting pre-crisis cases;
- ✓ identify the stage of the life cycle in which the activities of the organization develop and timely notice the signs that the organization is in crisis;
- ✓ determination of management tools and methods in crisis situations;
- ✓ weakening the negative consequences of the crisis;
- ✓ identify the causes that lead to the crisis and eliminate them
- ✓ searching for ways to join;
- ✓ stratification of management technologies and development of innovation strategies;
- ✓ development of Personnel Selection and research on the causes of conflicts;
- ✓ justification of the effectiveness of anti-crisis measures, etc.k.

In terms of the degree of development in theory, it is considered desirable to distinguish two approaches. The Fundamental approach interprets anti-crisis management as a set of management tools, a separate type of activity with its own subject, general scientific and specific methods. The practical approach, on the contrary, considers the methodologies for removing an enterprise from the brink of bankruptcy and the state of bankruptcy, and offers an analysis of work-related situations without deepening the general philosophical foundations of anti-crisis management.

In terms of the degree of receipt, two main approaches can be distinguished in relation to the definition of the content of anti-crisis management. The most common first approach is understood as management, which, when called anti-crisis management, sets itself the goal of preventing the development of events according to the crisis scenario, and not allowing a crisis at the enterprise. In accordance with the second approach, anti-crisis management is interpreted as the sum of management tools and methods aimed at bringing an enterprise out of a crisis state and subsequently establishing effective management in order to prevent the onset of a crisis.

Identifying the first signs of the emerging crisis and identifying the financial circumstances of the enterprise (normal, pre-Crisis, Crisis and disadvantaged) and forecasting the possibility of bankruptcy of the enterprise are performed by warning mechanisms. Distinguishing the following elements in them is darker:

- a) warning mechanisms for identification of financial situations and forecasting the possibility of bankruptcy (applied at all stages of the development of the financial situation from the normative financial situation to the state of crisis; has the mandatory property of choosing anti-crisis management mechanisms in accordance with the identified financial situation of the enterprise);
- b) warning mechanisms for overcoming the emerging crisis (applicable both in the conditions of regulatory financial situation and in the pre-crisis stage);
- c) it was proposed to resist the developing crisis as well as to structure the mechanisms of dating the enterprise in crisis, to reorganize the enterprise, to date the personnel potential. (Figure 3).

It should be noted that one of the important tasks for removing an enterprise from a crisis situation is the selection and implementation of an organizational structure that best suits the goals and objectives of the enterprise and the internal and external factors affecting it in the current and expected conditions of the enterprise's functioning.

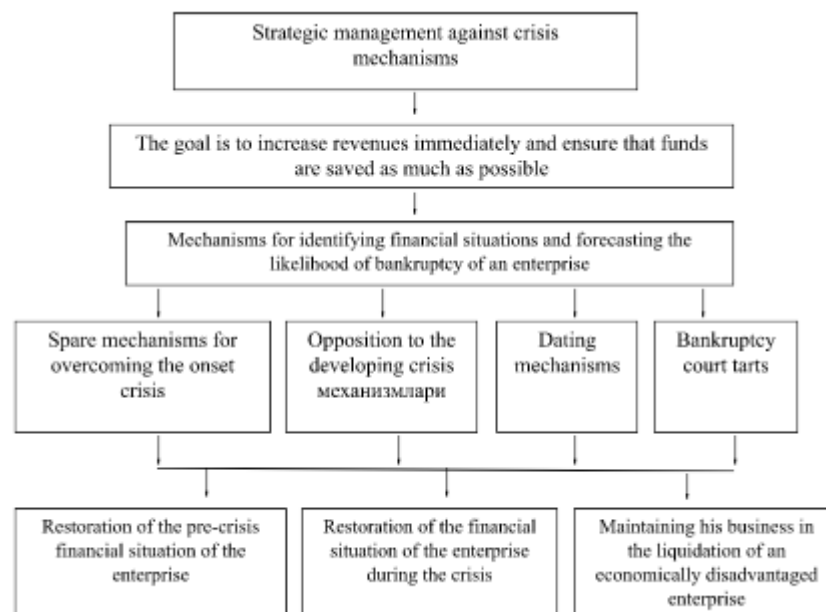


Figure 3. Strategic management of the enterprise against the crisis

Mechanisms

The system of anti-crisis management in enterprises is based on the following basic principles:

1. Early diagnosis of crisis situations in the financial activity of the enterprise. Given that the occurrence of a crisis situation at the enterprise threatens the functioning of the enterprise and that it is associated with large losses of the owners of the enterprise, the possibility of a crisis should be diagnosed as early as the earliest stages, in order to timely use the opportunities for its elimination.
2. Duration of response to the impact of crisis situations. Each crisis situation that arises not only has a tendency to expand in every new farm cycle, but also brings with it new phenomena that go hand in hand. Therefore, the earlier the anti-crisis mechanisms are applied, the greater the chances of recovery at the enterprise.
3. The appropriate response of the enterprise to the level of a clear threat to its financial stability. The main part of the system of mechanisms for eliminating the risk of bankruptcy in use is associated with financial costs or losses. In this case, the level of these costs and losses should correspond to the level of risk of bankruptcy of the enterprise. Otherwise, the expected result will not be achieved (if the influence of mechanisms is not enough) or the enterprise will face an unusually large amount of costs (if the influence of mechanisms is excessive).
4. Full mobilization of internal capabilities to bring the enterprise out of a state of crisis. In the fight against the risk of bankruptcy, the enterprise should act only with the provision of internal financial capabilities.

Conclusion. Anti-crisis management of an enterprise should consist of a set of small systems. Each subsystem of anti-crisis management should correspond to a specific subsystem of management of an enterprise operating normally. In this case, each small system of managing a healthy enterprise changes in a certain way from the view of the prevention or elimination of crisis situations. For example, a small system of marketing-based management of a healthy enterprise is suitable for a small system of management of a non-payment enterprise on the basis of anti-crisis marketing.

In terms of the composition of the main subsystems of anti-crisis management of the enterprise, taking into account the above, the following are proposed:

A). A small system for diagnosing the financial situation of the enterprise, accompanied by an assessment of the technical and technological parameters of production, taking into account moral and physical wear and tear. Early diagnosis of crisis situations at the enterprise is very important, which allows it to quickly and with low losses to have an anti-crisis effect. It is considered more effective to forecast possible crisis situations that are being held, which makes it possible to take preventive measures and bypass crisis processes in general.

B). A marketing subsystem that involves the development of anti-crisis marketing strategies and tactics in relation to the sphere of activity of the enterprise as a whole and specific types of products.

V). A small system of anti-crisis investment policies that involves the development of an effective investment program in the following sections at the same time:

- ✓ technical-technological justification and effectiveness of investment projects;
- ✓ their financial justification and profitability;
- ✓ search for sources of financing and investors.

G). Personnel management subsystem (provides for updating part of the personnel, improving staff skills, changing the personnel management system, developing more effective incentives and sanctions, improving labor discipline and especially technological discipline, creating a favorable socio-mental environment in the Labor team).

D). A small system of production management covering the management of the technical and technological side of production.

E). A small system of financial and economic management covering the management of financial resources and cash flows of the enterprise. This small system is inextricably linked with a small system of financial diagnosis.

J). A small system of organizational and managerial measures for the liquidation of the enterprise, it will be available only as an opportunity in the conditions of normal economic management. However, if the enterprise goes bankrupt and there is no way to make it healthier, this small system will turn from a potential small system to a Real small one. The basis of the functioning of this small system is the sale of the property of the enterprise at market prices and the repayment of its debts at the expense of the proceeds from the sale in accordance with the queue established by law.

Pre-identification of the state of the enterprise crisis is the main concept of anti-crisis management, and it, in turn, has freedom of action and a wide selection of anti-crisis procedures when compared with the scope of activities carried out in the anti-crisis regulation process by law.

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